



(U) VADM McConnell asked us to reprint the following memorandum which he recently received from the DCI.

Central Intelligence Agency

Washington, D.C. 20505

MEMORANDUM FOR: Director, National Security Agency
SUBJECT: Equal Employment Opportunity Strategic Plan

(U) 1. I read your FY 1995-FY 1996 Equal Employment Opportunity Strategic Plan with great interest. It is extremely important to recognize, as you did in the Plan's introduction, that in order to accomplish our intelligence mission in the challenging environment that confronts us today, we must value individual contributions to the mission without regard to race, ethnicity, gender, age, religion, or physical ability. I, too, am committed to creating an environment here at CIA which is fair and embraces diversity. All too often these two ideas are seen as contradictory or, at best, unrelated. I and my senior managers will work tirelessly towards ensuring that every employee understands their role in evolving the CIA culture to one that values diversity as an integral part of our mission.

(U) 2. Not surprisingly our two plans contain many similarities in issues that require attention as well as similar proposed resolutions. For example, I have created a senior level Human Resources Oversight Council (HROC) chaired by my Executive Director. HROC was developed to ensure a more corporate approach, vice divergent directorates implementation of human resource management.

(U) 3. As we both strive to achieve the best work environment we can for our respective Agencies, we should compare notes from time to time on any particularly noteworthy successes or not quite so successful efforts.

(U) 4. Best of luck in your endeavors and thank you for the copy of your plan.

John Deutch
Director of Central Intelligence



**IMPLEMENTING
THE
GOVERNMENT
PERFORMANCE
AND RESULTS
ACT**

(U)

(U) The Government Performance and Results Act (GPRA) was enacted as Public Law 103-62 in 1993 to increase federal program effectiveness and accountability by focusing on results, service quality, customer satisfaction, and improving internal management of the Federal Government. The emphasis is on outcomes, i.e., how well programs achieve their intended results, how well customers are served, and how well organizations fulfill their missions. Thus, GPRA represents a major shift from managing input and output to managing for performance.

(U) The GPRA requires federal agencies to submit strategic plans, an annual performance plan, and an annual performance report. GPRA specifies that each agency's Strategic Plan serves as the framework for the budget submission. The Agency's initial strategic plan is due to the Office of Management and Budget (OMB) and Congress by September 1997. The NSA Cryptologic Strategy published in March 1995 (see Vol. III, #14) is our first effort to address GPRA requirements with more outcome-focused goals.

(U) An annual Performance Plan, with performance goals derived from Strategic Plan goals, must be prepared for each fiscal year. The initial Performance Plan for FY99 is due to OMB and Congress with the Strategic Plan in September 1997. Beginning in March 2000, an annual Program Performance Report is due. Its purpose is to evaluate how well we achieved our target level of performance. When performance goals are not met, the report will provide an explanation along with corrective actions and a revised schedule for meeting the goals.

~~(FOUO)~~ When the GPRA was briefed to the Senior Agency Leadership Team (SALT) recently, members agreed that its principles are consistent with their intention to manage in accordance with the Baldrige criteria. The A/DDP was chosen to chair the Senior Steering Group (SSG) (consisting of selected members of the Leadership Council) in guiding and mentoring GPRA implementation. The SALT decided that it is important to begin our GPRA efforts with an internal pilot performance plan to develop and refine performance measures prior to external submission of the plans. To assist in this endeavor, SSG members will nominate representatives to the GPRA Working Group to facilitate development and coordination throughout Key Components and with the Service Cryptologic Elements. Completion of the NSA-internal Pilot Performance Plan with performance goals, indicators, and target performance levels is scheduled to take place by October 1995.

~~(FOUO)~~ In a related effort, the Office of the Secretary of Defense (OSD) solicited performance measures from us that support DoD goals for their Pilot Performance Plan for FY96-97. The SALT agreed to forward measures to OSD reflecting NSA's ability to support DoD's goals and this was done earlier this month. Target performance levels will be developed by Key Components and forwarded to OSD by September 1995.

~~(FOUO)~~ As the Agency begins its implementation efforts, organizations that would like to initiate compliance with the GPRA are encouraged to participate in the internal pilot projects. Familiarization briefings and assistance are available to assist organizations in defining goals and

~~FOR OFFICIAL USE ONLY~~

(b)(3)-P.L. 86-36

developing performance measures. The GPRA Implementation Plan is available on MOSAIC on the DDP Home Page and NSA Publications. General information and notices of events are provided on ESS (topic #1451). For further information, please contact: GPRA POC: [redacted] N253, [redacted] 963-3519s; Pilot Projects: [redacted] N252, [redacted] 963-3076s; Executive Information System: [redacted] N255, [redacted] 963-1171s; or Training: [redacted] N255, [redacted] 963-1171s.

**COMPLAINTS
PROCESSING
UPDATE**
(U)

~~(FOUO)~~ Back in Vol. II, #45, we provided a detailed account of the Agency's complaints program and told you that the Discrimination Complaints Office, O1, had been designated as an Agency reinvention lab. As a follow-on, we'd like to tell you about the strides that office has continued to make in improving its methods of processing complaints. Despite an increasing trend in the number of complaints filed, the average number of days to complete an investigation has been dramatically reduced from over 700 days in FY93 to 165 days in FY95. Equal Employment Opportunity Commission regulations require that investigations be completed within 180 days unless the complainant agrees to an extension of up to an additional 90 days, which may be necessary in unique instances. The Agency's complaints processing time now represents one of the best in the Federal Government. Over 50 small and large process improvements have been achieved and O1 continues to look for ways to further streamline its processes and better serve the Agency's population.

~~(FOUO)~~ For those who want to know more, a new brochure entitled: "EEO Complaints System: Commonly Asked Questions and Answers" will soon be available. It is intended that this brochure will help make an otherwise complex and often intimidating process more understandable to anyone who becomes a party to a complaint.

**THIS MONTH IN
NSA HISTORY**
(U)

~~(S-CCO)~~ September 1961. The USS OXFORD, the first in a class of vessels called "technical research ships" (TRS), entered into service 34 years ago this month. A former Liberty Ship, the OXFORD was refitted to carry 18 officers and 254 enlisted personnel, and provide a floating SIGINT collection platform. Its use would give the U.S. SIGINT System greater flexibility in responding to changing collection needs.

~~(S-CCO)~~ Although originally destined for another part of the world, the OXFORD [redacted]

(b)(1)
(b)(3)-50 USC 403
(b)(3)-P.L. 86-36

~~(S-CCO)~~ After service in many diverse geographic areas, the OXFORD was removed from service in 1969. The TRS program became a casualty of budget reductions, and the realization - brought on by the LIBERTY and PUEBLO incidents - of the vulnerability of the collection vessels on the seas.

NSA's Strategic Vision—
To Create Value for Our Customers Through Intelligence that Counts
and Superior Information Systems Security Solutions

Postscript File

(U) 1. The producers of "TALK NSA," the Agency's live interactive television program, have asked that we pass on to you their schedule of upcoming events. If you have questions or comments about the program forward them via e-mail to talknsa@nsa. If you have missed a program you would like to see call 968-4476s to obtain a copy of the videotape.

THURSDAY, 14 SEPTEMBER, 1000-1100 HOURS

~~(FOUO)~~ The Office of Human Resources Services will discuss the flexible early out, pending benefits legislation, Thrift Savings Plan, and more. The Career Resource and Transition Center will describe existing services, including options for immediate outside part-time and full-time employment. The program will be broadcast on Channel 40 (OPS & FANX), Channel 18 (FANX), and will be carried to the Friedman and FANX2 Auditoriums.

TUESDAY, 26 SEPTEMBER, 1000-1100 HOURS

~~(FOUO)~~ VADM McConnell returns for more DIRLOGUE. Channel 35 will carry the program to OPS and Channel 21 will broadcast to the FANX complex. Viewing will also be available in the FANX2 Auditorium and R&E Symposium Center.

THURSDAY, 19 OCTOBER, 1000-1100 HOURS

~~(FOUO)~~ Deputy Director Mr. William Crowell visits TALK NSA for a discussion of timely topics affecting NSA and the Intelligence Community. Channels 35 (OPS) and 21 (FANX) will broadcast.

(U) 2. The folks from the National Cryptologic School would like to remind students that failure to report for a scheduled class creates a "denied opportunity" for others who need it. They suggest that you do the following upon receiving notification of acceptance to a class:

- ▶ Inform your supervisor
- ▶ Mark your calendar
- ▶ Make a personal commitment to attend
- ▶ Notify your Training Coordinator immediately if you have a conflict, personal emergency, or operational necessity that would prohibit you from attending.



The Communicator
 Publisher M09
 Design E23
 Printing & Distro Y19

Distribution V

Send comments/suggestions as well as **Letters to the Editor** to:
 M09, Room 2B7082, 963-5901s
 E-mail =

The Communicator is available on the ESS (topic #1247) as well as ENLIGHTEN (pubs.nsa-newsletter newsgroup)

(b)(3)-P.L. 86-36