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(U) During the course of my tenure here, two of the values I have tried to emphasize are openness and accountability. Today I found myself having to balance those two values.

(U) Some individuals, in a session with our congressional overseers, took a position in direct opposition to one that we had corporately decided to follow. This misleads the Congress regarding our Agency's direction and resolve. The corporate decision was made after much data gathering, analysis, debate, and thought. Actions contrary to our decisions will have a serious adverse effect on our efforts to transform NSA and I cannot tolerate them. I have dealt with the people involved.

(U) During our decision-making process I welcome inputs from any of you, and, in fact, need you to bring critical factors to the attention of NSA leadership. However, once a corporate decision has been reached, I expect everyone to execute the decision to the best of their ability. I do not expect sheepish acquiescence, but I do expect that problems necessitating course corrections will be handled within these walls. I must insist on all of us having the personal discipline to adhere to our corporate decisions, including those with which we disagree.

(U) As we go in new directions, mistakes are to be expected, and will be tolerated. This does not mean that this went past being a mistake. This was a disregard of decisions we had made together and, as such, could not be tolerated.

(U) Our Strategic Plan calls out our personal obligations for openness, integrity, and stewardship, but also calls for loyalty, teaming, and collaboration. Openness and candor are critical to our future success and I do not want anyone dealing other than with total honesty with our congressional monitors. Further, anyone suspecting that any activities at NSA constitute a violation of law, regulation, or ethics must notify proper authorities. However, when policy, resource, or operational decisions are properly arrived at and promulgated by Agency authorities I expect each of us to carry out their part of the program.

MICHAEL V. HAYDEN  
Lieutenant General, USAF  
Director

Release Authority: Corporate Internal Communications (N68)  
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