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**NATIONAL SECURITY AGENCY/CENTRAL SECURITY  
SERVICE**



**INSPECTOR GENERAL**

**REPORT OF INVESTIGATION**

**23 July 2014**

**IV-12-0059**

**Inherently Governmental Functions**

(U) This report might not be releasable under the Freedom of Information Act or other statutes and regulations. Consult the NSA/CSS Inspector General Chief of Staff before releasing or posting all or part of this report.

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Approved for Release by NSA on 12-01-2017, FOIA Case # 79204 (litigation)

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## **(U) OFFICE OF THE INSPECTOR GENERAL**

(U) Chartered by the NSA Director and by statute, the Office of the Inspector General conducts audits, investigations, inspections, and special studies. Its mission is to ensure the integrity, efficiency, and effectiveness of NSA operations, provide intelligence oversight, protect against fraud, waste, and mismanagement of resources by the Agency and its affiliates, and ensure that NSA activities comply with the law. The OIG also serves as an ombudsman, assisting NSA/CSS employees, civilian and military.

### **(U) AUDITS**

(U) The audit function provides independent assessments of programs and organizations. Performance audits evaluate the effectiveness and efficiency of entities and programs and their internal controls. Financial audits determine the accuracy of the Agency's financial statements. All audits are conducted in accordance with standards established by the Comptroller General of the United States.

### **(U) INVESTIGATIONS**

(U) The OIG administers a system for receiving complaints (including anonymous tips) about fraud, waste, and mismanagement. Investigations may be undertaken in response to those complaints, at the request of management, as the result of irregularities that surface during inspections and audits, or at the initiative of the Inspector General.

### **(U) INTELLIGENCE OVERSIGHT**

(U) Intelligence oversight is designed to insure that Agency intelligence functions comply with federal law, executive orders, and DoD and NSA policies. The IO mission is grounded in Executive Order 12333, which establishes broad principles under which IC components must accomplish their missions.

### **(U) FIELD INSPECTIONS**

(U) Inspections are organizational reviews that assess the effectiveness and efficiency of Agency components. The Field Inspections Division also partners with Inspectors General of the Service Cryptologic Elements and other IC entities to jointly inspect consolidated cryptologic facilities.

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I. (U) SUMMARY

(U//FOUO) On 21 October 2011, the NSA/CSS Office of Inspector General (OIG) received an anonymous allegation that [redacted] then [redacted] [redacted] misused a contractor, [redacted] [redacted] to perform personal services and inherently governmental functions. Specifically, it was alleged that [redacted] inappropriately used [redacted] as his executive assistant (EA), giving [redacted] access to his Agency email accounts and tasking [redacted] to perform administrative duties inappropriate to the contract and his labor category.

(U//FOUO) In addition to obtaining sworn testimony from [redacted] and the relevant contracting officer (CO), we obtained copies of related contracting documents. We also obtained relevant emails from [redacted] Agency classified email account. The contract under which [redacted] performed his work was not an authorized personal services contract, although it included [redacted]. However, the [redacted] Technical Task Order (TTO) to which [redacted] was assigned did not include provision of [redacted] as an allowable activity.

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(U//FOUO) The investigation disclosed that [redacted], a high level [redacted] for whose services the Agency paid a costly [redacted] rate, spent approximately 20% of his duty time performing administrative tasks outside the scope of the [redacted] duties described in his labor category. Because these administrative tasks, many of which were performed with the knowledge or at the specific request of [redacted], should have been performed by a contractor at a lower labor rate, the Agency was overcharged for their performance. Further, because the administrative tasks performed by [redacted] fell under [redacted] they also exceeded the scope of the TTO.

(U//FOUO) We also found that based on the totality of the circumstances, [redacted] misused [redacted] to perform inherently governmental functions; for example, [redacted] attended [redacted] meetings on [redacted] behalf and used his discretion in determining what information to report back to [redacted] and [redacted] leadership, drafted and revised an [redacted] related to a potential [redacted] high-level civilian hire, and developed a [redacted] workplace processes standard operating procedures (SOP) document. [redacted] trusted [redacted] who was given great authority and discretion as a result. [redacted] duties and read access to [redacted] email account also gave him potential access to sensitive Government information. Finally, individuals without full knowledge of the facts could reasonably have assumed [redacted] to be a Government employee. Although [redacted] did not ultimately make decisions on behalf of the Government, many decisions made by Government officials were based solely on information and recommendations [redacted] provided. Although the investigation found insufficient evidence to conclude that [redacted]

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performed personal services, given the totality of the circumstances, his duties also approached being in that category.

(U//FOUO) The preponderance of the evidence supports the conclusion that [redacted] tasked [redacted] to perform work that was outside his labor category and exceeded the scope of the relevant TFO, thereby creating the potential for an unauthorized commitment, as defined by the Federal Acquisition Regulation (FAR), Part 1. The preponderance of the evidence also supports the conclusion that [redacted] tasked [redacted] to perform inherently governmental functions, in violation of the FAR, Part 7, and NSA/CSS Policy 1-39.

(U//FOUO) A copy of the OIG report will be forwarded to Employee Relations, the Office of General Counsel (OGC) Acquisition, Research, and Technology Law (Acquisition Law), and OGC Administrative Law and Ethics (Ethics) for action deemed appropriate. A summary of the investigative findings will be forwarded to the Associate Directorate for Security and Counterintelligence (ADS&CI) for information.

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## II. (U) BACKGROUND

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### (U) Introduction

(U//FOUO) [redacted] performs on the [redacted] TTO [redacted] for which [redacted] is the prime contractor and [redacted] is a subcontractor. In this capacity, [redacted] has served as an [redacted] assigned to [redacted]. Before becoming a contractor employee, [redacted] was a government civilian. He retired as the Deputy Chief [redacted] in [redacted]. [redacted] served as the Chief [redacted] when he became the Chief [redacted].

(U//FOUO) The [redacted] has separate TTOs in support of several [redacted] organizations. The overarching [redacted] Statement of Work (SOW) has several areas of scope<sup>2</sup>: [redacted]

[redacted] Although [redacted] is not an authorized personal services contract, Management Support allows for the performance of general office management and administrative functions. The individual [redacted] TTOs do not necessarily include all the areas of scope allowable under the overarching [redacted] SOW. The [redacted] TTO relevant to this investigation does not allow for Management Support.

(U//FOUO) On 21 October 2011, the OIG received an anonymous hotline complaint alleging that [redacted] used [redacted] as his EA in violation of the contract. The complainant alleged that [redacted] had full access to [redacted] email, attended meetings with and took notes for [redacted] and performed inappropriate "secretarial/administrative work" on behalf of [redacted].

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<sup>1</sup> Labor categories are functional areas (types of work performed) that can be delineated based upon education and experience from entry level to advanced and across several sub-specialties. [redacted]



<sup>2</sup> In contracting, an "area of scope" refers to a category of authorized activities within a particular SOW.

## (U) Applicable Authorities

### 31 U.S.C. §1342 Limitation on voluntary services

An officer or employee of the United States Government... may not accept voluntary services... or employ personal services exceeding that authorized by law except for emergencies involving the safety of human life or the protection of property.

## Public Law 105-270, Federal Activities Inventory Reform Act of 1998

### Section 5(2)(A)(2) Inherently Governmental Function

(A) DEFINITION-The term "inherently governmental function" means a function that is so intimately related to the public interest as to require performance by Federal Government employees.

(B) FUNCTIONS INCLUDED-The term includes activities that require either the exercise of discretion in applying Federal Government authority or the making of value judgments in making decisions for the Federal Government....

...(C) FUNCTIONS EXCLUDED- The term does not normally include-

- (i) gathering information for or providing advice, opinions, recommendations, or ideas to Federal Government officials; or
- (ii) any function that is primarily ministerial and internal in nature (such as building security, mail operations, operation of cafeterias, housekeeping, facilities operations and maintenance, warehouse operations, motor vehicle fleet management operations, or other routine electrical or mechanical services).

## FAR, Part 7–Acquisition Planning, Subpart 7.5–Inherently Governmental Functions

### 7.503 Policy.

(a) Contracts shall not be used for the performance of inherently governmental functions....

...(c) The following is a list of examples of functions considered to be inherently governmental functions or which shall be treated as such. This list is not all inclusive:...

...(5) The determination of agency policy, such as determining the content and application of regulations among other things.

(6) The determination of Federal program priorities for budget requests.

(7) The direction and control of Federal employees.

...(10) The approval of position descriptions and performance standards for Federal employees....

...(12) In Federal procurement activities with respect to prime contracts-

...(v) administering contracts (including ordering changes in contract performance or contract quantities, taking action based on evaluations of contractor performance, and accepting or rejecting contractor products or services);...

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...(vii) Determining whether contract costs are reasonable, allocable, and allowable;....

...(16) The determination of budget policy, guidance, and strategy.

(d) The following is a list of examples of functions generally not considered to be inherently governmental functions. However, certain services and actions that are not considered to be inherently governmental functions may approach being in that category because of the nature of the function, the manner in which the contractor performs the contract, or the manner in which the Government administers contractor performance. This list is not all inclusive....

...(6) Services in support of acquisition planning....

...(11) Contractors working in any situation that permits or might permit them to gain access to confidential business information and/or any other sensitive information....

(12) Contractors providing information regarding agency policies or regulations, such as attending conferences on behalf of an agency, conducting community relations campaigns, or conducting agency training courses.

(13) Contractors participating in any situation where it might be assumed that they are agency employees or representatives.

## **FAR, Part 37–Service Contracting, Subpart 37.1–Service Contracts-General**

### **37.102 Policy.**

...(c) Agencies shall not award a contract for the performance of an inherently governmental function (see Subpart 7.5).

### **...37.104 Personal Service Contracts.**

(a) A personal services contract is characterized by the employer-employee relationship it creates between the Government and the contractor's personnel. The Government is normally required to obtain its employees by direct hire under competitive appointment or other procedures required by the civil service laws. Obtaining personal services by contract, rather than by direct hire, circumvents those laws unless Congress has specifically authorized acquisition of the services by contract.

(b) Agencies shall not award personal services contracts unless specifically authorized by statute (e.g. 5 U.S.C. 3109) to do so.

(c) (1) An employer-employee relationship under a service contract occurs when, as a result of

(i) The contract's terms or

(ii) The manner of its administration during performance, contractor personnel are subject to the relatively continuous supervision and control of a Government officer or employee. However, giving an order for a specific article or service, with the right to reject the finished product or result, is not the type of supervision or control that converts an individual who is an independent contractor (such as a contractor employee) into a Government employee.

(2) Each contract arrangement must be judged in the light of its own facts and circumstances, the key question always being: Will the Government exercise relatively continuous supervision and control over the contractor personnel performing the contract.

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The sporadic, unauthorized supervision of only one of a large number of contractor employees might reasonably be considered not relevant, while relatively continuous Government supervision of a substantial number of contractor employees would have to be taken strongly into account (see (d) of this section).

- (d) The following descriptive elements should be used as a guide in assessing whether or not a proposed contract is personal in nature:
- (1) Performance on site.
  - (2) Principal tools and equipment furnished by the Government.
  - (3) Services are applied directly to the integral effort of agencies or an organizational subpart in furtherance of assigned function or mission.
  - (4) Comparable services, meeting comparable needs, are performed in the same or similar agencies using civil service personnel.
  - (5) The need for the type of service provided can reasonably be expected to last beyond 1 year.
  - (6) The inherent nature of the service, or the manner in which it is provided, reasonably requires directly or indirectly, Government direction or supervision of contractor employees in order to –
    - (i) Adequately protect the Government's interest;
    - (ii) Retain control of the function involved; or
    - (iii) Retain full personal responsibility for the function supported in a duly authorized Federal officer or employee.

**FAR, Part 1–Federal Acquisition Regulations System, Subpart 1.6–Career Development, Contracting Authority, and Responsibilities**

**1.602 Contracting Officers.**

**1.602-1 Authority**

- (a) Contracting officers have the authority to enter into, administer, or terminate contracts and make related determinations and findings....
- (b) No contract shall be entered into unless the contracting officer ensures that all requirements of law, executive orders, regulations, and all other applicable procedures, including clearances and approvals, have been met.

**...1.602-3 Ratification of unauthorized commitments**

- (a) Definitions.
 

“Ratification,” as used in this subsection, means the act of approving an unauthorized commitment by an official who has the authority to do so.

“Unauthorized commitment,” as used in this subsection, means an agreement that is not binding solely because the Government representative who made it lacked the authority to enter into that agreement on behalf of the Government.



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**DoD 7000.14-R, Department of Defense Financial Management Regulation, Volume 14:  
“Administrative Control of Funds and Antideficiency Act Violations”**

**Chapter 2: ANTIDEFICIENCY ACT VIOLATIONS**

**0201 OVERVIEW**

**020101. Governance**

The Antideficiency Act (ADA) and related funding statutes consist of certain provisions of law prescribed in title 31, United States Code (U.S.C.)....

...B. Voluntary Services Limitation. Section 1342 of title 31, U.S.C. stipulates that an officer or employee of the United States Government or of the District of Columbia government may not accept voluntary services on behalf of the Government or employ personal services in excess of that authorized by law, except as it may be necessary in emergencies involving the safety of human life or the protection of property....

**020102. Applicability**

Any military member or DoD employee who violates any provision or limitation imposed by any law may violate the ADA and shall be subject to discipline and/or criminal penalties.

**Chapter 3: PRELIMINARY REVIEWS OF POTENTIAL VIOLATIONS**

**0301 REPORTING SUSPECTED VIOLATIONS**

**030101. Initial Discovery**

Within two weeks of discovering a potential violation of the Antideficiency Act (ADA), the activity concerned shall report the potential violation...to the...Senior Financial Manager [of the DoD Component].

**NSA/CSS Policy 1-39, Inherently Governmental Functions, dated 22 January 2009**

**...Policy**

...2. In accordance with the Federal Acquisition Regulation (FAR), Section 7.503(a) (Reference a) and the Federal Activities Inventory Reform Act of 1998 (FAIR Act) (Reference c), only NSA/CSS government employees shall perform inherently governmental functions. Further, only NSA/CSS government officials shall be responsible for determining which NSA/CSS functions are considered inherently governmental activities....

**...Procedures**

- ...4. When making inherently governmental determinations, government officials must consider the totality of the circumstances surrounding the function such as:
- a. The nature of the function;
  - b. Whether or not the exercise in discretion in executing the function commits the Federal Government to a particular course of action;
  - c. The manner in which the function is performed;
  - d. A risk assessment as to whether contractor participation or control is appropriate because extensive discretionary decision-making is involved; and
  - e. The manner in which the Government administers performance.

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**...Responsibilities**

- ...11. Government managers and government technical leaders at all levels shall:
- ...c. In the course of daily work, ensure non-personal services contractors supporting their mission are not performing functions determined to be inherently governmental.

**...Definitions**

- ...21. Personal Services Contract: A contract that, by its express terms or as administered, makes the contractor personnel appear, in effect, government employees. These contracts require special statutory authority and are rarely used at NSA/CSS.

**...Annex C, Commercial and Potentially Commercial Functions**

...The following is a list of examples of functions which are generally not considered inherently governmental, but which may become inherently governmental in some circumstances because of the nature of the function, the manner in which the contractor performs the contract, or the manner in which the Government administers contractor performance. A government official must make a determination as to whether these functions must be accomplished by government employees or can be performed by a contractor...

- ...6. Services in support of acquisition planning;...
- ...11. Contractors working in any situation that permits or might permit them to gain access to confidential business information and/or any other sensitive information...;
- 12. Contractors providing information regarding agency policies or regulations, such as attending conferences on behalf of an agency, conducting community relations campaigns, or conducting agency training courses;
- 13. Contractors participating in any situation where it might be assumed that they are agency employees or representatives....

**Annex D, Comparison of Governmental and Non-Governmental Roles and Functions****Commercial Role-Work Roles**

Government control [is] required when contractors work in any situation that permits or might permit them to gain access to confidential business and/or any other sensitive information.

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### III. (U) FINDINGS

(U//FOUO) Did [redacted] task [redacted] to perform tasks that were outside his labor category and which exceeded the scope of the relevant TTO and were any of these tasks inherently governmental?

(U//FOUO) **CONCLUSION:** Substantiated. The preponderance of the evidence supports the conclusion that [redacted] tasked [redacted] to perform work that was outside his labor category and exceeded the scope of the relevant TTO, thereby creating the potential for an unauthorized commitment, as defined by the FAR, Part 1. The preponderance of the evidence also supports the conclusion that [redacted] tasked [redacted] to perform inherently governmental functions, in violation of the FAR, Part 7, and NSA/CSS Policy 1-39.

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#### (U) Documentary Evidence

(U//FOUO) The OIG obtained a copy of the [redacted] SOW, Labor Category Descriptions, and the relevant [redacted] TTO (and modifications) to which [redacted] was assigned (Copies of relevant documents are attached as Appendix A). The TTO and related modifications in effect from December 2009 through November 2012 had fewer areas of scope than the overarching [redacted] SOW. The [redacted] TTO allowed for the provision of [redacted]. It did not allow for the provision of Management Support.<sup>4</sup> Documents revealed that as an [redacted] functional responsibilities related to [redacted].



<sup>4</sup> The Management Support area of scope in the overarching [redacted] contract allowed contractor personnel to, among other things, assist in establishing and maintaining efficient office procedures, help establish and maintain processes and procedures for data management systems, collect, consolidate, and store information for management, and utilize tools from the "NES Baseline" to provide data management services and help create, review, and edit documents.

(U//FOUO) Provide acquisition support on functions of program management. Assist program managers in developing program documentation, creating program schedules, tracking program status, evaluating operational and technical alternatives, performing risk assessment and managing integrated product teams. Provide expertise on the myriad of factors that influence cost, schedule, performance, and risk. Advise in the interpretation of and tailoring of DoD/NSA acquisition regulations/memorandums, and ensure affordable, supportable and effective systems are delivered to the customer. Provides [sic] assistance in analyzing and developing improved policies, plans, methods, procedures, and systems of acquisition management programs.

(U//FOUO) In a 20 December 2011 email to the OIG, [redacted] described [redacted] functions within [redacted] (A copy is attached as Appendix B). According to [redacted] spent over 70% of his time on [redacted]. In addition, [redacted] attended "some" [redacted] meetings on [redacted] behalf and took related notes ("This multiplies my time and the time of my deputies."), forwarded "some" taskings to [redacted] personnel in order to gather information for responses, and drafted and sent responses to taskings on behalf of [redacted] after coordination and review by [redacted] or his deputies.<sup>5</sup> In the email, [redacted] said that [redacted] had read access to [redacted] email and calendar. However, [redacted] denied that [redacted] served as his EA:

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(U//FOUO) [redacted] was hired to [redacted] Because I have a very small office space, [redacted] is a force multiplier, and easily fills the role of two to three less experienced people.

(U//FOUO) The OIG reviewed [redacted] classified Agency email account for relevant emails (relevant examples are attached as Appendix C). Emails revealed that [redacted] responded on behalf of [redacted] and [redacted] to requests for feedback and input on matters unrelated to [redacted]. These matters included appropriate speakers at forums; the removal of contractors from Continuity of Operations Plan (COOP) call-down lists; progress against Equal Employment Opportunity and Diversity (EEO) goals; "Don't Ask, Don't Tell," War College, and other training for NSA civilians; civilian award nominations; civilian work-role competencies at NSA versus the Office of the Director of National Intelligence (ODNI); an impending OIG joint inspection of NSA/CSS Hawaii; and, the names of employees subject to "OGE 450" filing.

(U//FOUO) Emails also disclosed that [redacted] directed [redacted] personnel to provide explanations for their failure to respond to a COOP call-down exercise; nominations for various civilian personnel awards; and, a response to a tasker regarding NSA's furlough plan. [redacted] also twice tasked civilians within [redacted] to compile lists of civilian employees subject to OGE 450 filing. [redacted] was included in the [redacted] "frontoffice" and [redacted] "actions" email aliases

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<sup>5</sup> According to its website [redacted]

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and therefore was a recipient of emails sent to those aliases, including emails related to the [redacted] and support service contractor definitions.

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(U//FOUO) Emails revealed that [redacted] performed additional work more directly related to management support, rather than [redacted] reviewed and edited a [redacted] standard operating procedure (SOP) for routing documents to the [redacted] for signature, drafted a [redacted] workplace processes SOP and a [redacted] [redacted] provided a list of [redacted] civilian leader attendees for the NSA [redacted] and served as a point of contact for civilians seeking to provide information and documents to [redacted]. At [redacted] direct request, [redacted] maintained [redacted] suspense list for taskers and added a paragraph to the [redacted]

(U//FOUO) Emails disclosed that [redacted] attended [redacted] meetings on behalf of [redacted] and provided written briefings of what transpired to [redacted] leadership. [redacted] also attended government meetings with [redacted] took notes, and provided to [redacted] leadership written summaries of what was discussed and decided.

**(U) Testimonial Evidence**

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(U//FOUO) [redacted]

(U//FOUO) On 31 August 2012, [redacted] was interviewed and provided the following sworn testimony:

(U//FOUO) The [redacted] contract on which [redacted] worked was not an authorized personal services contract. He was aware that a personal services contract was a contract that either by its written terms or the manner in which it was implemented or administered made contractor personnel appear to be government employees. [redacted] was also aware that inherently governmental functions were those functions so related to the public interest that they must be performed by government employees rather than contractors. He began as an [redacted] on [redacted] in [redacted] in [redacted] and was aware of his labor description under the contract. According to [redacted] many people at NSA knew him from his previous service as a civilian and as a military member [redacted]

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[redacted] retired from government civilian service as Deputy Chief [redacted] in [redacted]

(U//FOUO) Both [redacted] and [redacted] civilian office manager had read access to [redacted] email. [redacted] was very busy and, before [redacted] arrival in [redacted] frequently overlooked actions tasked to him by other Agency organizations. Therefore, when [redacted] began working in [redacted] [redacted] asked him to monitor his email for assigned

[redacted]

[redacted]

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actions: "One of my responsibilities is following all the external actions that are tasked to [redacted] [redacted] maintained the [redacted] status log of such actions. [redacted] did not have access to any encrypted emails sent to [redacted] assumed that people who emailed [redacted] were aware that [redacted] had access to [redacted] email and therefore encrypted any that were sensitive.

(U//FOUO) The [redacted] Front Office" email distribution list, or alias, included everyone assigned to the [redacted] front office, including contractors. The alias was not used to convey sensitive information. External organizations seeking to task [redacted] used the [redacted] Actions" email alias. Although [redacted] was responsible for tracking all actions that came into the office, everyone assigned to the [redacted] front office, except for [redacted] was on the [redacted] Actions alias.

(U//FOUO) Because [redacted] was a small office, its personnel, both civilian and contractor, did "multiple things." [redacted] considered all of his taskings in [redacted] to be appropriate to his labor category; because [redacted] was [redacted] organization, any task he performed on behalf of the office fell under [redacted]. None constituted personal services. When asked specifically whether consolidation of the [redacted] response to a tasker about [redacted] was not an administrative task better suited to a civilian EA than a contractor [redacted] [redacted] concurred. However, he said that his goal was always to help the office and "take the pressure off of the government people." He denied ever tasking civilians. He also said that he did not respond to taskers on [redacted] behalf. Rather, [redacted] facilitated [redacted] responses to taskers by forwarding the taskers to the appropriate civilians and coordinating and consolidating their answers. According to [redacted] although he provided advice and recommendations, he did not make decisions on behalf of the government.

(U//FOUO) [redacted] was aware of the work [redacted] performed in [redacted] [redacted] considered himself a facilitator, not an EA or gatekeeper, for [redacted] [redacted] he developed a [redacted] workplace processes SOP document after noticing that the office lacked, and would benefit from, such guidance. [redacted] received authorization from [redacted] to do so. Subsequently, [redacted] worked with others in [redacted] to create an entire SOP book that laid out the guidelines for how the office was to operate. For a period of time, [redacted] attended [redacted] meetings when no one in [redacted] leadership was available. Contractor personnel from other organizations also attended the [redacted]. Because of his civilian background in [redacted] and therefore broad range of knowledge, [redacted] was able to take pertinent [redacted] meeting notes and debrief [redacted] leadership at the next morning's staff meeting on information relevant to the organization. However, in approximately February 2012, [redacted] [redacted] has not attended [redacted] meetings since that decision.

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(U//FOUO) According to [redacted] the tasks outlined above were a very small part of his job duties. His knowledge and experience allowed him to very quickly "weed through" what was important and what was not: "It's a very small part of my day and I'm very good at it." The vast majority of his time was spent working on [redacted] [redacted]

<sup>8</sup> In September 2011, [redacted] [redacted] and began to assume responsibility for tasks previously performed by [redacted]

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(U//FOUO) [redacted]

(U//FOUO) On 10 October 2013, [redacted] Contracting Officer (CO), [redacted] was interviewed and provided the following sworn testimony:

(U//FOUO) [redacted] was the CO on the [redacted] contract. The overarching [redacted] SOW had several areas of scope, including [redacted]

[redacted] However, the [redacted] TTO, which has not changed over the last several years, only allowed for [redacted]

[redacted] was a [redacted] employee who worked on the [redacted] TTO. As an [redacted] was to provide [redacted]

[redacted] His labor category did not allow for the provision of management support.

(U//FOUO) [redacted] was not an authorized personal services contract. However, the overarching SOW was very vaguely written (the wording is being tightened up for the follow-on contract). Because of the way the description of Management Support was originally written, [redacted] walked a thin line with becoming a personal services contract. It allowed for the performance of general office management and administration functions that were not really appropriate to a non-personal services contract.

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(U//FOUO) At the start of the interview, [redacted] was informed of the various types of tasks that the OIG investigation revealed [redacted] had performed on behalf of [redacted]. She was also provided the opportunity to compare the tasks performed by [redacted] to both the [redacted] SOW and the [redacted] TTO SOW.

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(U//FOUO) According to [redacted] many of the tasks [redacted] performed were within the scope of the overarching [redacted] contract. However, they were not within the scope of his labor category and the [redacted] TTO. Rather, they were administrative tasks that fell under Management Support. For example, [redacted] responded on behalf of [redacted] and [redacted] to email requests for feedback and input related to various [redacted] matters, such as [redacted]

[redacted] It was also inappropriate under his labor category for [redacted] to ask [redacted] civilians to provide explanations for their failure to respond to a COOP call-down exercise, provide nominations for various civilian personnel awards, and compile lists of subordinates subject to OGE450 filing. Finally, [redacted] should not have updated the [redacted] workplace processes SOP, maintained [redacted] suspense list for all taskers, and reviewed and edited the SOP for routing [redacted] documents for the [redacted] chief's review and signature. All of these tasks involved general management support, rather than [redacted] and exceeded the scope of the [redacted] TTO.

(U//FOUO) [redacted] opined that [redacted] not only had [redacted] perform tasks inappropriate to his labor category and the [redacted] TTO SOW, he also treated [redacted] "like an exec," tasking him to perform personal services that were also inherently governmental. The functions [redacted] performed involved close interaction with and direction from [redacted] and made [redacted] appear to be a government employee, which constituted personal services.

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Further, several of the tasks [redacted] performed were inherently governmental and, therefore, were not covered under even the overarching [redacted] SOW; based on the sensitivity of the information involved, they should only have been performed by civilian personnel. Such functions included [redacted] having read access to [redacted] email account, his attendance at [redacted] meetings, and his revision of an [redacted]

(U//FOUO) [redacted] attendance with [redacted] at meetings with [redacted] and subsequent provision of written documentation of the discussions held might also have been inappropriate. However, [redacted] then [redacted] involvement could have fallen within his labor category under the provision of [redacted] and, therefore, would have been appropriate, although such tasks "kind of walk the line of [being] personal services."

(U//FOUO) After the conclusion of the formal interview, [redacted] opined that [redacted] was neither unique in his misuse of contractor personnel, nor the worst example of such misuse. According to [redacted] the misuse of contractor personnel to perform personal services, as well as inherently governmental functions, was systemic among [redacted]. This is because the [redacted]

[redacted] As a result, they used contractors working in their offices to perform personal services, some of which also constituted inherently governmental functions. For all intents and purposes, these contractors acted as government civilians, taking direction and tasking directly from their [redacted] and having access to sensitive government information as a result.

(U//FOUO) [redacted] (b) (3) - P.L. 86-36 (b) (3) - P.L. 86-36 (b) (6)

(U//FOUO) On 03 October 2012, [redacted] was interviewed and provided the following sworn testimony:

(U//FOUO) [redacted] was not a personal services contract; [redacted] was an [redacted] contractor whose main duties involved [redacted] to [redacted]. However, he also assisted [redacted] with "a variety of tasks." Until September 2012, [redacted] had read access to [redacted] Agency email accounts (classified and unclassified). This allowed [redacted] to search [redacted] emails for [redacted] information and buried taskers that [redacted] who received 100 to 150 emails a day, might miss. Before [redacted] came to [redacted] [redacted] had government civilians or military members review his emails; however, due to his background and experience [redacted] was much better in performing the role. [redacted] knew when a tasker pertained to [redacted] and whether it needed to be sent "down the chain"; [redacted] relied on his advice. Whenever [redacted] said a tasker did not apply and asked whether he could send a negative response, [redacted] authorized him to do so. This saved time. On such occasions, [redacted] asked to be copied on the response so that the tasking office would know that he concurred.

(U//FOUO) After [redacted] became aware of the allegation against him, he spoke to the [redacted] who advised that he no longer give [redacted] read access to his email accounts, as it gave a "wrong appearance." [redacted] did so, although as a professional [redacted] would

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not open personal emails, such as those involving [redacted] leave and earnings statement (LES). According to [redacted] one could "make a case" that contractors should not have access to email involving personnel information. However, because senior leaders all required assistance with their email, they encrypted emails involving sensitive information, such as those related to promotion, feedback or [redacted]. Such encryption prevented [redacted] from accessing sensitive emails. No other contractor had read access to [redacted] email accounts.

(U//FOUO) [redacted] made [redacted] rather than his office manager or chief of staff, responsible for tracking and responding to external taskers sent to [redacted] because [redacted] was "so organized." The individual who sent taskers on behalf of [redacted] was until recently a contractor (she is now a government civilian and continues to put out the [redacted] taskers). Because [redacted] allowed contractors to send out taskers on [redacted] behalf, [redacted] thought it allowable to have [redacted] send responses on [redacted] behalf. [redacted] maintained and monitored [redacted] list of taskers, regardless of whether those taskers were directly [redacted] related.

(b) (3) -  
P.L. 86-36  
(b) (6)

(U//FOUO) [redacted] was familiar with [redacted] labor description. When asked how [redacted] request that [redacted] supervisory personnel provide him a list of their subordinates who were subject to OGE 450 filing was related to [redacted] [redacted] duties as listed under his labor category, [redacted] responded that coordination of such a list was simply an "additional task" that helped [redacted] get the job done. He described [redacted] as "functioning as a cross between an office manager and an exec [EA] and an actions handler" when performing such tasks.

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

(U//FOUO) The [redacted] Front Office email alias was used to distribute necessary information to [redacted] leaders and the contractor personnel who support the front office. It was well known that any [redacted] organization front office email distribution list would include the contractor personnel supporting the front office - "that's the common practice." Such aliases were not used to communicate sensitive information inappropriate to contractor personnel. [redacted] also had separate government employee and contractor employee email aliases.

(U//FOUO) Because of his professional expertise, [redacted] attended [redacted] meetings on behalf of [redacted] until the [redacted] [redacted] written summaries of what took place were invaluable to [redacted]. "I knew that if I sent him [redacted] [redacted], I would get a very, very accurate assessment of what went on."

(U//FOUO) [redacted] regularly had [redacted] assist him with drafting and editing documents, including [redacted] nominations for [redacted]

[redacted] [redacted] did not consider such tasks to be inappropriate, given that they were [redacted] related. For example,

[redacted]  
Because NSA no longer had civilians with the institutional knowledge required to draft such guidance, it was necessary for contractor personnel who did have knowledge to assist.

(b) (2)  
(b) (3) - P.L. 86-36

(U//FOUO) According to [redacted] spent the majority of his time on [redacted] duties. [redacted] performance of [redacted] occupied approximately 20% of his time. Because [redacted], [redacted] was able to quickly and knowledgeably perform both cerebral and administrative tasks that eased the [redacted] leadership workload, [redacted] considered him to be a "force multiplier" for the office. Until recently, [redacted] did not have very capable [redacted] civilian office leaders under him. As a result, the chain of command and roles might have been unclear.

(U//FOUO) [redacted] acknowledged that because of [redacted] duties in [redacted] a perception might exist among some people that [redacted] acted as his EA. However, because [redacted] made recommendations not decisions, he did not perform any inherently governmental functions. The EA perception was circumstantial; [redacted] did not have the correct managers in place under him and due to his knowledge and experience, [redacted] filled the vacuum. [redacted] opined that, although the functions [redacted] performed were close to being personal services, they did not involve decision-making and, therefore, did not cross that line. Further, how he used [redacted] for support was not uncommon at the Agency.

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

(b) (3) - P.L. 86-36  
(b) (6)

**(U) Analysis and Conclusions**

(U//FOUO) NSA paid [redacted] and therefore [redacted] at an [redacted] labor rate for [redacted] to provide [redacted] to [redacted] provided such support through the performance of various tasks, including [redacted]. However, we found disingenuous [redacted] and [redacted] assertions that, because [redacted] was an [redacted] any task [redacted] performed on behalf of [redacted] was [redacted] related. At [redacted] direction, [redacted] maintained [redacted] actions list and coordinated office responses to all administrative tasks, including those related to nominating civilians for awards and training and reporting out personnel subject to OGE 450 filing. Organizations throughout NSA, not just [redacted] must regularly respond to such tasks. With [redacted] knowledge, [redacted] also reviewed and edited the office's SOP for routing documents to the [redacted] for signature. Most organizations within NSA, not just those dealing with [redacted] have written workplace processes in place. None of these tasks involved the provision of [redacted] and [redacted] expertise by [redacted], they could and should have been performed by a contractor in a different labor category at lower cost to the Agency.

(U//FOUO) Because these administrative tasks did not involve the provision of [redacted] they fell outside of [redacted] labor category. Additionally, although contractor performance of administrative tasks was allowable under the Management Support area of scope for [redacted] it was not supported under the [redacted] TTO. Therefore, [redacted] performance of these functions exceeded the scope of the TTO. Although it is difficult to quantify the amount of time [redacted] spent performing such inappropriate tasks, [redacted] testified that approximately 20% of [redacted] duty time was spent establishing efficient office procedures, maintaining processes and procedures for data management, collecting, consolidating, and storing information for management, and reviewing and editing documents. [redacted] had [redacted] perform administrative tasks at an [redacted] pay

rate with no consideration to the added costs to the Government that resulted. Because the unallowable functions were performed with [redacted] knowledge or at his specific direction, this created the potential for an unauthorized commitment.

(U//FOUO) We also found that [redacted] inappropriately allowed [redacted] access to potentially sensitive Government information and allowed him to perform inherently governmental functions inappropriate to a contractor; generally entrusting [redacted] with the authority and discretion of a Government employee. The FAR, Part 7, provides a list of examples of functions generally not considered to be inherently governmental. They include services in support of acquisition planning, situations that might permit contractors access to sensitive information, and contractors providing information regarding agency policies or participating in any situation where it might be assumed that they are agency employees. However, the FAR notes that such functions can approach being inherently governmental based on the nature of the function, the manner in which the contractor performs the contract, or the manner in which the Government administers contractor performance.

(U//FOUO) NSA/CSS Policy 1-39 requires that when making inherently governmental determinations, the totality of the circumstances be considered, such as: the nature of the function and the manner in which it is performed; whether or not extensive discretionary decision-making by the contractor is involved and, if so, whether it commits the Government to a particular course of action; and, the manner in which the Government administers performance.

(U//FOUO) [redacted] inappropriately allowed [redacted] access to potentially sensitive government information. Once the [redacted] [redacted] Similarly, [redacted] knew that contractor access to government civilian email gave the appearance of impropriety. We believe it reasonable that as a [redacted] [redacted] also knew, or should have known, that, despite whatever professional or personal confidence one had in a particular contractor, only government civilians should have access to a senior official's email and attend [redacted] meetings at which sensitive Agency [redacted] could be discussed. Despite this knowledge and until told not to do so, [redacted] had [redacted] review his personal email accounts for actions and attend [redacted] meetings.

(b) (3) - P.L. 86-36 (b) (6)

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

(U//FOUO) Even after becoming aware of the allegation and having been told to remove [redacted] from read access to his emails, [redacted] appeared to misunderstand the issue and its significance. [redacted] viewed the email access as a purely personal risk that he had accepted, not a professional one that could harm the Agency and violate standards. According to [redacted] he trusted [redacted] not to read any emails involving his own personal information. Similarly, [redacted] considered it efficient to have [redacted] attend [redacted] meetings in his stead; he trusted [redacted] to accurately report back information relevant to [redacted] However, [redacted] missed the point; it was not about [redacted] being able to access his LES and provide him relevant information from meetings, it was about a contractor's

<sup>9</sup> The FAR 1.602-3, Ratification of Unauthorized Commitments, defines an unauthorized commitment as an agreement that is not binding solely because the government representative who made it lacked the authority to enter into that agreement on behalf of the government.

potential access to sensitive government information in general and the discretion entrusted in the contractor to decide what to do with or about that information.

(U//FOUO) [redacted] personal trust in and reliance on [redacted] clouded his judgment. Even if most seniors "knew" to encrypt sensitive emails, as [redacted] claimed, they should not have to and might not think to encrypt sensitive Agency information related to [redacted] [redacted] when corresponding with another senior level colleague. Further, [redacted] Regardless of [redacted] background and professionalism, by giving him access to his email accounts and meetings of the [redacted] and the sensitive information contained therein, [redacted] put the Agency at risk.

(U//FOUO) [redacted] worked closely with [redacted] regularly assigning him work and relying on his advice and assistance for an extended period of time. [redacted] did not direct government employees; however, he requested and coordinated information from them and then often determined what to do with that information. According to [redacted] filled a leadership and knowledge vacuum within [redacted] and did whatever was needed to be done. He also acknowledged that because of [redacted] experience and capabilities, as well as the functions he performed, people may have been unclear about the [redacted] chain of command and [redacted] position in the office. Additionally, the CO testified that [redacted] treated [redacted] like an EA and [redacted] acknowledged that he could understand why people might think [redacted] acted as such, given that [redacted] functioned as a cross between an EA and an office manager when performing general administrative tasks on his behalf. Typically, EAs at the Agency hold the trust of the leaders they support and therefore exercise a great deal of authority and discretion in the performance of their duties. Because of the inherently governmental types of functions they perform, they are also typically government employees. We concluded that the role performed by [redacted] was such that it would be reasonable for others without full knowledge of the facts to assume that he was a government employee.

(U//FOUO) In this particular case, the amount of discretion allowed [redacted] in the performance of his duties is of particular significance. Both [redacted] and [redacted] testified that [redacted] provided advice and made recommendations to [redacted] but did not make decisions on behalf of the government. However, their testimony and other evidence in the case disclosed that when making decisions on behalf of the Government, [redacted] relied on the information that [redacted] chose to provide him. [redacted] stated that he noticed a need and therefore wrote a [redacted] workplace processes SOP (albeit with [redacted] knowledge and approval) – a discretion that should be reserved for Government civilians. Additionally, according to both [redacted] and [redacted] it was also [redacted] who, after attending sensitive [redacted] meetings on [redacted] behalf, determined what information from the meetings was relevant to and should be conveyed to [redacted] leadership. According to [redacted] he regularly relied on [redacted] judgment; if [redacted] told him that a particular tasker did not apply to the office and therefore did not require staffing "down the chain," [redacted] allowed him to send a negative response on his behalf, as it saved time. Finally, at [redacted] request, [redacted] added a paragraph to an [redacted] [redacted] had drafted that could potentially allow [redacted] [redacted] Although [redacted] did not ultimately make decisions on behalf of the Government,

(b) (3) -  
P.L. 86-36  
(b) (6)

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

(b) (2)

he most certainly served as the gatekeeper of the information on which Government decisions were based.

(U//FOUO) Given the totality of the circumstances, the duties [redacted] performed constituted inherently governmental functions. However, although they approached being in the category, we found insufficient evidence to conclude that they rose to the level of personal services as defined under law and regulation. The FAR Part 37 identifies as a key to personal services that the contractor personnel are subject to the "relatively continuous supervision and control" of the Government. However, in this case, [redacted] was not under [redacted] continuous supervision and control. Rather, it was lack of supervision and control that allowed [redacted] to use discretion normally reserved for Government employees. Such discretion made his services inherently governmental.

(U//FOUO) The preponderance of the evidence supports the conclusion that [redacted] tasked [redacted] to perform work that was outside his labor category and exceeded the scope of the relevant TFO, thereby creating the potential for an unauthorized commitment, as defined by the FAR, Part 1. The preponderance of the evidence also supports the conclusion that [redacted] tasked [redacted] to perform inherently governmental functions, in violation of the FAR, Part 7, and NSA/CSS Policy 1-39.

(b) (3) - P.L. 86-36  
(b) (6)

#### IV. (U) RESPONSE TO TENTATIVE CONCLUSION

(U//FOUO) On 25 June 2014, the OIG sent [redacted] the tentative conclusions reached in the investigation. On 18 July 2014, [redacted] provided his response (copies of the response and related emails are attached as Appendix D). In his response, [redacted] said that he disagreed with the OIG's conclusions. He asserted that because [redacted] did not make decisions to bind the Government, [redacted] did not perform any inherently governmental functions. According to [redacted], what constitutes inherently governmental functions and which of [redacted] tasks fell outside of his labor category and exceeded the scope of the TFO are open to subjective interpretation and debate even among legal experts. He therefore asked that the OIG reconsider the preliminary findings. Because [redacted] provided no information requiring additional investigation, our preliminary conclusions became final.

(b) (3) - P.L. 86-36  
(b) (6)

### V. (U) CONCLUSION


(U//FOUO) The preponderance of the evidence supports the conclusion that [redacted] tasked [redacted] to perform work that was outside his labor category and exceeded the scope of the relevant TTO, thereby creating the potential for an unauthorized commitment, as defined by the FAR, Part 1. The preponderance of the evidence also supports the conclusion that [redacted] tasked [redacted] to perform inherently governmental functions, in violation of the FAR, Part 7, and NSA/CSS Policy 1-39.


(b) (3) - P.L. 86-36  
(b) (6)


## VI. (U) DISTRIBUTION OF RESULTS

(U//~~FOUO~~) A copy of the OIG report will be forwarded to Employee Relations, OGC Acquisition Law, and OGC Administrative Law and Ethics for action deemed appropriate. A summary of the findings will be forwarded to ADS&CI for information.

Concurred by:

  
Senior Investigator

  
Assistant Inspector General  
for  
Investigations

  
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Dotted lines connect the redacted boxes to the (b) (3) - P.L. 86-36 box.



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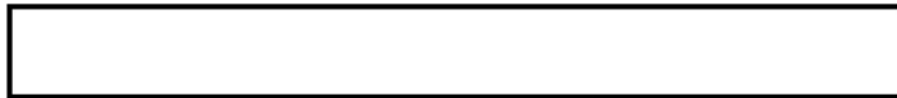
## **(U) APPENDIX A**

### **(U) Relevant Contracting Documents**

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UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

**REVISION 3 TO STATEMENT OF WORK  
for the**



**CONTRACT**

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

**OCTOBER 23, 2007**















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(b) (3) - P.L. 86-36  
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**(U) APPENDIX B**

**(U) Email Correspondence between [redacted] and the OIG,**

**Dated 29 November 2011 through 20 December 2011**

~~SECRET//SI//NOFORN~~

[Redacted]

**From:** [Redacted]  
**Sent:** Friday, March 14, 2014 11:53 AM  
**To:** [Redacted]  
**Subject:** FW: (U) ACTION: OIG Complaint [Redacted]  
**Signed By:** [Redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted]  
Senior Investigator  
Investigations, D14  
Office of the Inspector General  
963-0920s [Redacted]

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

PRIVACY SENSITIVE - any misuse or unauthorized disclosure may lead to disciplinary action

**From:** [Redacted]  
**Sent:** Tuesday, December 20, 2011 1:32 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) ACTION: OIG Complaint [Redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted]

See my responses is Blue Text below, under your email. I thought we responded earlier.

v/r,

[Redacted]

**From:** [Redacted]  
**Sent:** Tuesday, December 20, 2011 11:49 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) ACTION: OIG Complaint [Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

I am sorry [Redacted] I thought we answered this already. I'll search my email.

v/r,

[Redacted]

**From:** [Redacted]  
**Sent:** Tuesday, December 20, 2011 11:43 AM  
**To:** [Redacted]

Cc: [redacted]

Subject: RE: (U) ACTION: OIG Complaint [redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[redacted]

I did not receive a response from you regarding the action I sent to you on 29 November 2011. I wanted you to know that I am going to be on leave for the next couple of weeks, so I will be turning over my cases to other investigators. Your case is being picked up by [redacted] of my office.

Regards,

[redacted]

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

[redacted]

Office of the Inspector General/D-14  
963-2263s [redacted]

[redacted]

PRIVACY SENSITIVE - any misuse or unauthorized disclosure may lead to disciplinary action.

From: [redacted]

Sent: Tuesday, November 29, 2011 4:38 PM

To: [redacted]

Cc: [redacted]

Subject: (U) ACTION: OIG Complaint [redacted]

(b) (3) - P.L. 86-36  
(b) (6)

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[redacted]

The OIG has received a complaint that you are using a [redacted] contractor, [redacted] as an Executive Assistant. According to the complaint, he, as a contractor, has access to your e-mail and attends your meetings to take notes for you. The OIG has the following questions:

----Please describe [redacted] current functions.

[redacted] provides senior level [redacted] support to [redacted]. His duties are aligned with his Labor Description: He assists all [redacted] with [redacted].

[redacted] He [redacted] Because of [redacted] extensive [redacted] background he is an ideal source of expertise on [redacted].

[redacted] Because of innumerable higher management imposed taskings [redacted] provides expert advice [redacted].

[redacted] More than 70% of [redacted] time is spent on [redacted].

[redacted]

[redacted] In addition, [redacted] attends some [redacted] meetings for me and takes notes; however, because of his unique qualifications and expertise he is able to sift through and record only the important [redacted] related issues. This multiplies my time and the time of my deputies.

----Please describe how [redacted] current functions match the labor description in the contract, provided below.

[redacted] duties are in line with the labor description in the contract. He provides expert assistance on [redacted]. Because of [redacted] [redacted] background and experience, [redacted] is able to respond rapidly, accurately, and efficiently. In most cases his experience and background allows [redacted] to respond without involving multiple layers of [redacted] workforce. This is a great time savings.

----What accounts of yours does [redacted] have access to?

[redacted] has view access to my e-mail and my calendar.

----What, if any, access allows [redacted] to see budgetary or other information regarding contractual data?

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

[redacted] has access to [redacted]. He is covered by the OCI provisions which prevent [redacted] contractors from using this information to competitive advantage. He is prevented from all information or discussions involving the [redacted] contract or any discussion of the follow-on contract.

----What kinds of taskings does [redacted] send out under his own signature?

[redacted] forwards some taskings to [redacted] personnel to gather information in order to respond. However, because of [redacted] experience, more than half of all [redacted] taskings are answered without going beyond the [redacted] front office. In addition, he is able to draft responses for my review quickly and easily and accurately. This is enormously efficient and greatly reduces the workload on the rest of the [redacted] leadership and workforce.

(b) (3) - P.L. 86-36  
(b) (6)

----What actions does [redacted] send out on your behalf?

[redacted] responds to actions and taskings only after I or my Deputies have reviewed and coordinated on the response.

----What was your reason for hiring a contractor as an executive assistant rather than a government civilian?

[redacted] is not an executive assistant. [redacted] was hired to provide [redacted]. Because I have a very small office space, [redacted] is a force multiplier, and easily fills role of two to three less experienced people.

Please provide a response to the above by COB 13 December 2011. If you have any questions, please don't hesitate to contact me.

Regards,



[Redacted]

[Redacted]

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

Office of the Inspector General/D14  
963-2263s/ [Redacted]

[Redacted]

PRIVACY SENSITIVE – any misuse or unauthorized disclosure may lead to disciplinary action.

**Labor Description Provided in Contract**

[Redacted]

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Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

## **(U) APPENDIX C**

### **(U) Examples of Relevant Emails**

[Redacted] - S. ps I  
[Redacted] "structure"

**From:** [Redacted]  
**Sent:** Monday, September 27, 2010 8:16 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** FW: (U) [Redacted] -SUSPENSE: 24 September 2010

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

v/r,

[Redacted]

**From:** [Redacted]  
**Sent:** Friday, September 24, 2010 5:46 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** FW: (U) [Redacted] -SUSPENSE: 24 September 2010

v/r,

[Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

**From:** [Redacted]  
**Sent:** Friday, September 24, 2010 5:24 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) [Redacted] -SUSPENSE: 24 September 2010

[Redacted]

Here is our response to your tasker. I am sending two files:

- (1) The organization chart and staffing template with supporting rationale
- (2) Spreadsheet showing how we arrived at the Optimal structure. This may be overachieving, but I thought that you'd like to see it.



[Redacted]

Staffing - FINAL.xls

v/r,

[Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

[Redacted]

**From:** [Redacted]  
**Sent:** Thursday, August 19, 2010 11:48 AM  
**To:** [Redacted]

[Redacted]

**Subject:** (U) [Redacted] - SUSPENSE: 13 September 2010

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

All -

Coming out of yesterday's [Redacted] we reached agreement as to the basic structure the [Redacted] should take. Attached is a schematic outlining this structure. The next step is to complete the schematic for your organization and include your current staffing as well as your optimal staffing on the chart. Also attached is a staffing template spreadsheet broken out by work roles and grades, which I would like you to complete for your current org and then your optimal org. The spreadsheet numbers should match your org chart numbers. One of the items we discussed yesterday was developing some type of metric(s) for how many [Redacted] we need. [Redacted] etc. Would like you to think on this and provide your metrics when you submit your org structure and staffing spreadsheet.

Given we have set the [Redacted] structure, all [Redacted] should fully transition their current structure to the new structure and submit their org chart and staffing template NLT 13 September. The goal is then to discuss these at the 15 September [Redacted] meeting. Please let me know if you have any questions.

[Redacted] and [Redacted] are expected to complete an org structure template with current and optimal staffing in the organizational blocks (see the [Redacted] template) and a Staffing Template with the work roles and grades appropriate for your organizations. Same due date.

We are making progress. Thanks for all of your support in moving us forward.

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

[Redacted]

[Redacted]

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

<< File: [Redacted] Structure [Redacted] 18Aug2010\_v2.ppt >> << File: Staffing Template 19 Aug 10.xls >>

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

*This email is in the folder twice. Once from "sent", once from "in".*

[Redacted]

**From:** [Redacted]  
**Sent:** Wednesday, August 31, 2011 4:39 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) [Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted] I like the edits [Redacted] recommended and I have a couple comments/questions:

1. [Redacted]
2. [Redacted]

[Redacted] Contracts.xls

3. Note: Our report to SID did not include [Redacted] use of [Redacted] since these are [Redacted] managed contracts.

v/r,

[Redacted]

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

**From:** [Redacted]  
**Sent:** Monday, August 29, 2011 5:52 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) [Redacted]

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted]

Sincerely,

[Redacted]

[Redacted]

9-963-1981; [Redacted]

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

**From:** [Redacted]

**Sent:** Monday, August 29, 2011 4:31 PM

**To:** [Redacted]

**Cc:** [Redacted]

**Subject:** FW: (U) [Redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Faint, mostly illegible text]

[Redacted]

[Redacted]

**From:** [Redacted]

**Sent:** Monday, August 29, 2011 1:25 PM

**To:** [Redacted]

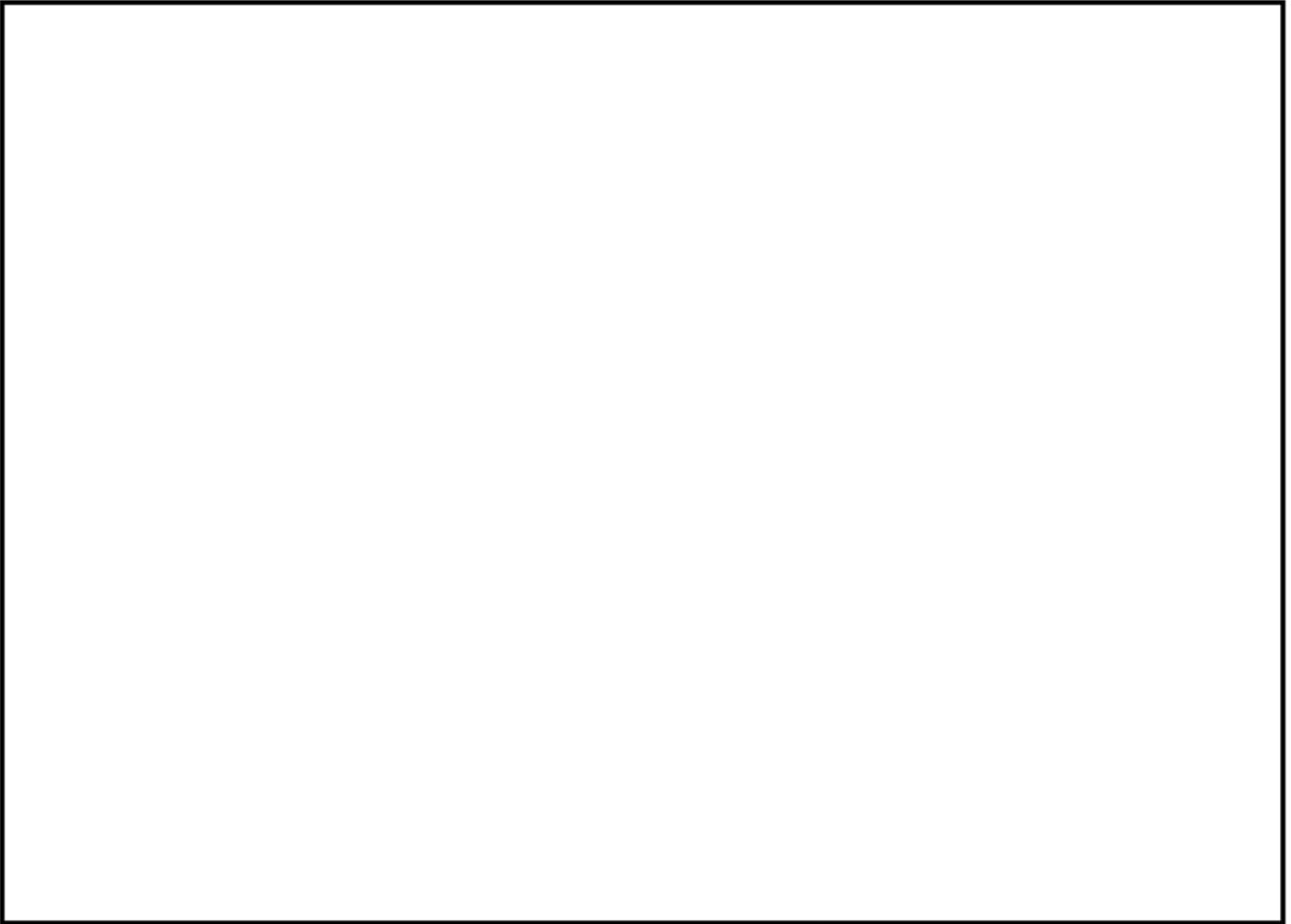
**Cc:** [Redacted]

**Subject:** FW: (U) Untitled Message

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted]

[Faint, mostly illegible text]



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

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Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted] -4.pst  
[Redacted]

**From:** [Redacted]  
**Sent:** Tuesday, November 23, 2010 5:14 PM  
**To:** [Redacted]  
**Subject:** RE: (U) [Redacted] ACTION: 2011 OGE450 Required Filers (SUSPENSE 3 DECEMBER 2010)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

2011DRAFTOGE450  
[Redacted].xls

(b) (3) - P.L. 86-36  
(b) (6)

**From:** [Redacted]  
**Sent:** Tuesday, November 16, 2010 7:50 AM  
**To:** [Redacted]  
**Subject:** FW: (U) [Redacted] ACTION: 2011 OGE450 Required Filers (SUSPENSE 3 DECEMBER 2010)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

Pls see the attached [Redacted] tab and instructions below and provide an update to me and [Redacted] NLT 29 November 2010 for consolidation and reporting back upstream. Thank you ...

[Redacted]

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

**From:** [Redacted]  
**Sent:** Tuesday, November 16, 2010 7:45 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) [Redacted] ACTION: 2011 OGE450 Required Filers (SUSPENSE 3 DECEMBER 2010)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]



Please send your responses to the  
no later than **COB 2 December 2010**

Good morning,

**(U) BACKGROUND:** The OGE450 Report is a U.S. Office of Government Ethics form filed annually by certain DoD employees. The OGE450 Reports are required by the Ethics in Government Act of 1978, Executive Order 12674, and 5 CFR Part 2634. The purpose of the OGE450 report is to assist employees and their agencies in avoiding conflicts between official duties and private financial interests or affiliations. The information provided on the form helps the Ethics & Fiscal Law (E&FL) office determine whether any potential conflicts exist. Individuals are designated to file to avoid involvement in a real or apparent conflict of interest.

DO NOT CONFUSE THIS EMAIL WITH THE SECURITY FINANCIAL DISCLOSURE FORM. The Security the Financial Disclosure Form, their form must be filed in addition to the OGE450 Report. If you have questions about the Security Financial Disclosure Form contact their Financial Analysis Staff by email to: [redacted]

**(U) ACTION:** Each organization must review the [2011 OGE450 Criteria](#) and provide a complete list of employees that are performing duties that meet the criteria. This list must be approved by the employee's supervisor. If an employee's duties fall under those listed on the Criteria (as of 1 January 2011), that employee should be added to the list.

This list should only contain individuals that are grades GG15 and below, and military members 0-6 and below. We are only updating their list at this time. Please do not ask anyone to file an OGE450 Report, until they receive direct instructions from the E&FL office. Please provide the updated list of employees to [redacted] by COB 2 December 2010.

**(U) FORMAT:** For your convenience, attached is the current 2010 OGE450 filers list for your organization with instructions on how changes should be made. Only one spreadsheet for the entire organization should be forward to the E&FL POC. Do not delete any information on this excel spreadsheet to ensure tracking status of each OGE450 filer.

<< File: [redacted]2011DRAFTOGE450Log.xls>>

If you have any questions or concerns, please contact me.

Thank you and have a pleasant day,

[redacted]

[redacted]  
[redacted]

[redacted]

From: [redacted]  
Sent: Monday, November 15, 2010 2:58 PM  
To: [redacted]

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

Cc: [redacted]

Subject: [redacted] ACTION: 2011 OGE450 Required Filers (SUSPENSE 3 DECEMBER 2010)

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Good Afternoon [redacted]

Please find the below action regarding the collection of employee names in the [redacted] organization who will be required to complete a Confidential Financial Disclosure Report (OGE450); in 2011. According to our records you assisted us with gathering this information for the 2010 cycle, however if you should no longer be the POC please let me know and if possible direct me to the appropriate POC.

Please confirm receipt of this action:

Thanks

[redacted]

[redacted]

[redacted]

\*\*\*\*\*

(U) SUSPENSE: Friday, 3 December 2010

[redacted] (b) (3) - P.L. 86-36

(U) PURPOSE: To obtain list of individuals required to file the [redacted] (OGE450) for 2011.

(U) BACKGROUND: The OGE450 Report is a U.S. Office of Government Ethics form filed annually by certain DoD employees. The OGE450 Reports are required by the Ethics in Government Act of 1978, Executive Order 12674, and 5 CFR Part 2634.

The purpose of the OGE450 report is to assist employees and their agencies in avoiding conflicts between official duties and private financial interests or affiliations. The information provided on the form helps the Ethics & Fiscal Law (E&FL) office determine whether any potential conflicts exist. Individuals are designated to file to avoid involvement in a real or apparent conflict of interest.

DO NOT CONFUSE THIS EMAIL WITH THE SECURITY FINANCIAL DISCLOSURE FORM. The Security the Financial Disclosure Form, their form must be filed in addition to the OGE450 Report. If you have questions about the Security Financial Disclosure Form contact their Financial Analysis Staff by email to:

(U) ACTION: Each organization must review the [redacted] and provide a complete list of employees that are performing duties that meet the criteria. This list must be approved by the employee's supervisor. If an employee's duties fall under those listed on the Criteria (as of 1 January 2011), that employee should be added to the list.

This list should only contain individuals that are grades GG15 and below, and military members 0-6 and below. We are only updating their list at this time. Please do not ask anyone to file an OGE450 Report, until they receive direct instructions from the E&FL office.

**(U) FORMAT:** For your convenience, attached is the current 2010 OGE450 filers list for your organization with instructions on how changes should be made. Only one spreadsheet for the entire organization should be forward to the E&FL POC. Do not delete any information on this excel spreadsheet to ensure tracking status of each OGE450 filer.

**(U//FOUO) POC:** Please respond via email directly to [redacted]

<< File: [redacted]2011DRAFTOGE450Log.xls.>>

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

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~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

2. pst  
"coop"

From:  
Sent:  
To:

[Redacted]

Friday, June 10, 2011 8:41 AM

[Redacted]

Cc:

[Redacted]

Subject:

(U) COOP Calldown Exercise ... SUSPENSE 13 June 2011

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

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

Apparently during the COOP Calldown exercise the other day the system was unable to contact you or you did not respond within the required time period. Can you please let me know if you received a notification or received it outside the time limit?

Please respond to me [Redacted] by the above suspense. Thank you ...

[Redacted]

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(b) (3) - P.L. 86-36  
(b) (6)

(b) (3) - P.L. 86-36  
(b) (6)

[Redacted] - List  
"Awards"

**From:** [Redacted]  
**Sent:** Wednesday, June 15, 2011 3:09 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** FW: (U) Call for Nominations for Upcoming Awards  
**Attachments:** (U) ODNI Message: 2011 Galileo Awards Competition Announcement; Systems Engineering Award.pdf

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Please see the attached list - if you want to nominate a nominee for any of these awards, please contact the registry at [Redacted] by COB 22 June 2011. Once the nominations have been reviewed, the registry will provide additional information on formatting and submitting nomination packages. At this time the registry is only requesting the names and paragraphs for nominations.

[Redacted]

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

**From:** [Redacted]  
**Sent:** Wednesday, June 15, 2011 3:02 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) Call for Nominations for Upcoming Awards

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]  
**Please send your responses to the**  
[Redacted]  
**no later than COB 24 June 2011**

Good morning,

In anticipation of the upcoming call for nominations, [Redacted] is soliciting nomination for the below list of awards. Please provide nominees and a paragraph to [Redacted] by COB 24 June 2011. Once the nominations have been reviewed, the registry will provide additional information on formatting and submitting nomination packages. At this time the registry is only requesting the names and paragraphs for nominations.

For additional information on the below awards please visit:

The below is a list of the awards for which nominations are being accepted and a brief description of the award:

Quarterly Nomination Calls

### National Intelligence Awards

- Recognizes a single exceptional contribution to the IC and the US; awarded on a very selective and limited basis.
- The IC EEO and Diversity Exemplary Leadership Award recognize outstanding achievement and performance by a senior IC officer (civilian or military) in creating an environment of equal employment opportunity, diversity, and inclusion.
- The IC EEO and Diversity Outstanding Achievement Award recognize a significant act or noteworthy accomplishment by a manager, individual employee, or group of employees related to equal employment opportunity, diversity, and inclusion.
- In recognition of sustained superior performance of duty of high value by a member of the Intelligence Community or for a significant single act of special merit.
- In recognition of distinguished meritorious service or achievement in a duty of great responsibility within the Intelligence Community which distinctly benefits the interests of the United States and constitutes a major contribution to the foreign intelligence mission of the Intelligence Community.
- In recognition special and unique contributions to the successful accomplishment of an IC mission.
- This monetary award recognizes a significant act or contribution by an individual or group that results in significant, quantifiable savings or other tangible benefits to the US and/or the IC. This award is granted annually to eligible USG civilian employees only.
- Recognizes superior service and/or lasting contribution to the IC and U.S. over a sustained period by an individual.

### Yearly Nomination Calls

- The Department of Defense (DoD) Value Engineering (VE) Achievement awards are intended to stimulate VE activity for the purpose of reducing costs, improving quality, enhancing effectiveness, and increasing efficiency throughout the DoD.
- The purpose is to honor outstanding men and women in the Federal Government who have performed exceptional and meritorious work force and to encourage high standards or performance

in the Federal Government. This program is for career, permanent, civilian employees of the Federal Government; however, military personnel may also be nominated.

- Galileo Awards (See attached email)
  - o The Galileo Awards Program is an annual IC-wide competition designed to encourage and recognize innovative workforce ideas that address current challenges and help shape the future of US Intelligence. The winning papers (up to three) each receive \$10,000 award. Winning authors will have multiple opportunities to present their ideas to IC leadership, including at the annual DNI-hosted awards ceremony and luncheon.

Thank you for your attention and interest.

If you have any question or concerns, please contact me.

Thank you and have a pleasant day,

[Redacted]

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

[Redacted]

966-7919 (s)

[Redacted]

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[Redacted] - 4, p. 1  
"OGE 450"

**From:** [Redacted]  
**Sent:** Thursday, October 20, 2011 10:37 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) 2012 OGE450 Required Filers

[Redacted] (b) (3) - P.L. 86-36  
(b) (6)

[Redacted] (b) (3) - P.L. 86-36

Copy of Copy of OGE450 for [Redacted].x...

[Redacted]

[Redacted]

**From:** [Redacted]  
**Sent:** Wednesday, October 19, 2011 2:23 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** FW: (U) 2012 OGE450 Required Filers

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted]

**From:** [Redacted]  
**Sent:** Wednesday, October 19, 2011 1:50 PM



To: [Redacted]

Cc: [Redacted]

Subject: (U) 2012 OGE450 Required Filers

The following is being sent on behalf of the [Redacted]  
Please send your responses to the [Redacted]  
no later than **COB 3 November 2011**

Good afternoon,

Please review the OGE450 Report Filing Criteria and provide a complete list of employees that are performing duties that meet the criteria. This list must be approved by the employee's supervisor. If an employee's duties fall under those listed on the Criteria (as of 01 January 2012), that employee should be added to the list. Please provide the list of employees for your organization to [Redacted] by COB 3 November 2011.

<< File: [Redacted].xls >>

If you have any questions or concerns, please contact [Redacted]

Thank you and have a pleasant day,

[Redacted]

[Redacted]

[Redacted]

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

From: [Redacted]

Sent: Wednesday, October 19, 2011 12:14 PM

To: [Redacted]

Cc: [Redacted]

Subject: (U) [Redacted] 2012 OGE450 Required Filers

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(U) SUSPENSE: Tuesday, 7 November 2011

(U) FORMAL COORDINATION: 2012 OGE450 Required Filer List.

(U) PURPOSE: To obtain list of individuals required to file the [Redacted] (OGE450) for 2012.

**(U) BACKGROUND:** The OGE450 Report is a U.S. Office of Government Ethics form filed annually by certain DoD employees. The OGE450 Reports are required by the Ethics in Government Act of 1978, Executive Order 12674, and 5 CFR Part 2634.

The purpose of the OGE450 report is to assist employees and their agencies in avoiding conflicts between official duties and private financial interests or affiliations. The information provided on the form helps the Ethics & Fiscal Law (E&FL) office determine whether any potential conflicts exist. Individuals are designated to file to avoid involvement in a real or apparent conflict of interest.

The Security the Financial Disclosure Form, their form must be filed in addition to the OGE450 Report. If you have questions about the Security Financial Disclosure Form contact their Financial Analysis Staff by email to:

**(U) ACTION:** Each organization must review the [OGE450 Criteria](#) and provide a complete list of employees that are performing duties that meet the criteria. This list must be approved by the employee's supervisor. If an employee's duties fall under those listed on the Criteria (as of 01 January 2012), that employee should be added to the list.

This list should only contain individuals that are grades GG15 and below, and military members 0-6 and below. We are only updating their list at this time.

DO NOT ask anyone to file an OGE450 Report, until they receive direct instructions from the E&FL office at the beginning of 2012.

**(U) FORMAT:** For your convenience, attached is the current 2011 OGE450 filers list for your organization with instructions on how changes should be made. Only one spreadsheet for the entire organization should be forward to the E&FL POC. Do not delete any information on this excel spreadsheet to ensure tracking status of each OGE450 filer.

**(U//FOUO) POC:** Please respond via email directly to

⋮  
(b) (3) - P.L. 86-36



Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted] 1.pst  
"actions"

**From:** [Redacted]  
**Sent:** Thursday, September 23, 2010 12:26 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) FY10 CDA Tasket (Accomplishments)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[Redacted] submits a negative input. This has been coordinated with the [Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

[Redacted]

**From:** [Redacted]  
**Sent:** Wednesday, September 22, 2010 12:54 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) FY10 CDA Tasker (Accomplishments)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]

[Redacted]

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

NOON 27 September 2010  
Good afternoon,

The Office of the Director of National Intelligence (ODNI) has tasked each agency to report on its progress against EEO and diversity goals as part of their Congressionally Directed Action - Report on Hiring and Retention of Minority Employees in the Intelligence Community (CDA). This annual report measures how well the IC has done against the goals of the IC EEO Strategic Plan.

Please provide input on significant and high-level EEO and diversity achievements and planned initiatives for FY10 as they relate to the EEO Strategic Plan goals and objectives listed in attachment 1. Please provide a description of the achievement(s) including:

- purpose/goal of the event or initiative
- outcome/impact
- relevant background information

Include metrics where appropriate, such as the number of individuals who participated or total hours spent. [Redacted] has provided ample responses in the past (for examples please see attachment 2 for sample accomplishments. Please

ensure that all submissions are consolidated at the office level in narrative format and are accurately portion marked. Please provide responses to [redacted] by NOON 27 September 2010.

If you have any questions or concerns, please contact [redacted]

Thank you,

[redacted]

[redacted]

966-7919 (s)

[redacted]

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

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

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

[redacted] 2. ps t  
"competencies worksheet"

**From:**  
**Sent:**  
**To:**  
**Cc:**

[redacted]  
Tuesday, October 19, 2010 3:00 PM  
[redacted]  
[redacted]

*has interesting attachment  
& couldn't print re: civilian  
workrole competencies at ODNI vs NSA*

**Subject:**

(U) Competency Rating Worksheet

**Attachments:**

Competency Rating Worksheet [redacted] 10-7-10 v1.xlsx

**Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~**

[redacted]

I am responding on behalf of [redacted]. Changed score blocks have been highlighted in yellow to indicate [redacted] recommendations. If you have any questions please contact me. Thank ...

[redacted]

[redacted]

(b) (3) - P.L. 86-36  
(b) (6)

**Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~**

[Redacted] - 1. post  
actions

**From:** [Redacted]  
**Sent:** Monday, December 13, 2010 10:12 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) Call for Topics - NSA/CSS Hawaii Joint IG Inspection

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted] has a negative reply to this action. The [Redacted] concurs with this response. (b) (3) - P.L. 86-36

[Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

**From:** [Redacted]  
**Sent:** Monday, December 06, 2010 11:59 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) Call for Topics - NSA/CSS Hawaii Joint IG Inspection

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

15 December 2010:

**NOTE: IF NO RESPONSE IS PROVIDED BY THE ABOVE DUE DATE, IT WILL BE ACCEPTED AS "NO TOPICS TO RECOMMEND" FOR THIS ACTION.**

[Redacted]

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

966-1493s

[Redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted] 2. 10 1  
[Redacted]

**From:** [Redacted]  
**Sent:** Thursday, March 03, 2011 1:49 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) [Redacted] paper

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(b) (3) - P.L. 86-36  
(b) (6)

[Redacted]

[Redacted] was wondering if he could get a copy of the [Redacted] paper you sent to the DIR? Thank you ...

[Redacted]

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

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~



[Redacted] - 2.pst  
"COOP"

**From:** [Redacted]  
**Sent:** Thursday, March 24, 2011 3:30 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) COOP Call Down Lists

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted]  
This action has been completed for [Redacted]

[Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

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

**From:** [Redacted]  
**Sent:** Wednesday, March 23, 2011 6:55 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) COOP Call Down Lists

The following is being sent on behalf of the [Redacted]  
**Please send your responses to the**  
[Redacted]  
**no later than COB 24 March 2011**

Good morning,

Please remove all contractors from your COOP Call Down lists

Per the General Council:

Contractors cannot be put on an organization's COOP Call Down List unless the contract states that they are subject to recall.

CORs would be required to contact the PM should contractors be required for a COOP. Please be sure that your CORs are aware of this.

Please e-mail the registry when you have completed this action. If you have any questions or problems please contact [redacted] 966-5007.

Please Complete this action by COB 24 March 2011.

Thank you and have a pleasant day,

[redacted]

[redacted]

966-7919 (s)

[redacted]

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

(U) Microsoft Outlook 2007 has an acknowledged glitch whereby text font and color is changed during the 'send' process. Until the glitch is resolved, this email may contain different fonts and colors which at times may degrade content (especially when the font color changes to yellow).

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(b) (3) - P.L. 86-36  
(b) (6)

[Redacted] - 1. pst actions

**From:** [Redacted]  
**Sent:** Friday, April 15, 2011 9:24 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) Call for Nominations for IC102 - Understanding the Intelligence Community  
**Attachments:** IC102 - Registration Form.docx; [Redacted] IC102 - Registration Form.docx

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]

[Redacted] is requesting [Redacted] for attendance at the Jun 21-23 session and [Redacted] for attendance at the August 1-3 session. If you need further information please contact these individuals directly.

Thank you.

[Redacted]

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

**From:** [Redacted]  
**Sent:** Thursday, April 07, 2011 1:40 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) Call for Nominations for IC102 - Understanding the Intelligence Community  
**Importance:** High

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]

**Please send your responses to the**

[Redacted]

**no later than COB 18 April 2011**

Good afternoon,

(U//FOUO) ADET has issued the call for nominations for IC102 – Understanding the Intelligence Community. There are four offerings left for the year and [Redacted] has a set number of allocations for each one. Each offering includes a 3 week period for virtual collaboration and 3 days of classroom participation in Chantilly, VA. Students must be able to attend the 3 classroom meetings to ensure completion of this course.

~~(U//FOUO)~~ Please submit your nominees' registration forms for the below offerings by COB 18 April. Ensure your nominees complete the attached Registration Form that will be submitted to [redacted] if individual is selected. Students can't be officially enrolled unless they complete the form.

Virtual Collaboration	Learning & Networking Program	Nomination Due Date
May 31 – Jun 20 (2 seats)	June 21-23	May 2, 2011
August 2-22 (4 seats)	August 23-25	July 5, 2011
Sept 20 – Oct 11 (4 seats)	Oct 12-14	August 22, 2011

If you have any questions or concerns, please contact me.

Thank you and have a pleasant day,

[redacted]

[redacted]

[redacted]

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

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

cc: sops  
r.pst

**From:** [redacted]  
**Sent:** Tuesday, May 10, 2011 2:17 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: (U) [redacted] Chief Signature SOP  
**Attachments:** [redacted] Signature SOP.doc

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[redacted] re: y... in the doc. Thank you.

[redacted]

(b) (3) - P.L. 86-36  
(b) (6)

**From:** [redacted]  
**Sent:** Monday, May 09, 2011 1:59 PM  
**To:** [redacted]  
**Subject:** (U) [redacted] Chief Signature SOP

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

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Would you review the attached SOP and let me know if you have any questions/comments or see any concerns with implementation? Thanks.

R,  
[redacted]

(U//~~FOUO~~)

[redacted]

966-6875s

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

# [redacted] Routing Process for Documentation Requiring Chief and/or Deputy Chief [redacted] Signature or Review

**Bottom Line:** No document shall be reviewed by the Chief or Deputy Chief of [redacted] without prior review and edits by the chain of command. It is unacceptable for documents to go direct to the top without prior review/coordination.

## Routing Procedures:

[redacted]

Upload [redacted] to appropriate [redacted] dropbox [redacted]  
[redacted] In the comments section, the review date and initials of the Division Chief and Chief of [redacted] should be annotated.

[redacted] Office Manager will verify date and initials of the management chain, log the date/time the document was received, print the document, give to Chief [redacted] or D/Chief [redacted] for review and concurrence. (NOTE: How do we handle [redacted] who is not [redacted])

After signature is received, Office Manager logs the signature date, scans document and files in appropriate folder on shared drive and will e-mail the document to the appropriate POC. (NOTE: again ... [redacted] has no access to shared drive. Need to figure out system to accommodate people [redacted])

## Softcopy Documents that require Chief [redacted] or higher signature

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

Documents requiring [redacted] Chief/Deputy Chief signature **MUST** be submitted to [redacted] (*what is this?*). In the body of the e-mail, the date and initials of when the Division Chief and Chief [redacted] reviewed the documents must be annotated. In addition, appropriate POC, background and supporting documentation shall be included.

The Office Manager will verify date and initials of Division Chief and Chief [redacted] (or else it will be returned), log the document and give the document to the [redacted] Chief or D/Chief for signature. (NOTE: again, we need to figure out how to handle [redacted] in another building.)

After [redacted] signature, Office Manager logs document out to [redacted] if required. If [redacted] is not required the Office Manager scans the document, files scanned document in appropriate folder in shared drive, e-mails scanned document to POC and logs date of return.

At no time is a document to be given to the [redacted] for signature without going through the Office Manager. (NOTE: need an alternative if Office Manager on leave ... CoS?)

## Hardcopy Documents that require Chief [redacted] or higher signature

Hardcopy documents must be submitted directly to the office manager with an SPF that outlines appropriate POC and background information for the subject at hand. The SPF and associated documents shall be routed and reviewed through the chain of command. The Office Manager will log the document and give the document to the [redacted] Chief or D/Chief for signature.

UNCLASSIFIED

After [redacted] signature, Office Manager logs document out to [redacted] if required. If [redacted] is not required the Office Manager scans the document, files scanned document in appropriate folder in shared drive, e-mails scanned document to POC and logs date of return.

At no time is a document to be given to the [redacted] for signature without going through the Office Manager.  
(NOTE: See previous note.)

[redacted]  
(b) (3) - P.L. 86-36

UNCLASSIFIED

[redacted] -5. pst  
"personnel"

**From:** [redacted]  
**Sent:** Thursday, June 02, 2011 2:59 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** (U) [redacted]  
**Attachments:** [redacted].052711\_v3.pdf

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(b) (3) - P.L. 86-36  
(b) (6)

[redacted]

[redacted] was gracious enough to draft this up for me so here you go. Let me know if you need any changes.

[redacted] - thank you for the assistance - greatly appreciated.

Kim [redacted].052711\_v3.pdf>>

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

(b) (2)  
(b) (6)

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(b) (2)  
(b) (3) - P.L. 86-36  
(b) (5)  
(b) (6)

(b) (2)  
(b) (3) - P.L. 86-36  
(b) (5)  
(b) (6)

(b) (2)  
(b) (6)

→ p. 1  
"personnel"

**From:** [redacted]  
**Sent:** Thursday, June 02, 2011 4:11 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** (U) [redacted]  
**Attachments:** [redacted]\_052711\_v4.pdf

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[redacted]

(b) (3) - P.L. 86-36  
(b) (6)

Attached is the revision you asked for adding a Summary paragraph.

[redacted]

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

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(b) (2)  
(b) (3) - P.L. 86-36  
(b) (5)  
(b) (6)

(b) (2)  
(b) (3) - P.L. 86-36  
(b) (5)  
(b) (6)

[Redacted] 7. p. 1  
Faculty folder

**From:** [Redacted]  
**Sent:** Thursday, June 02, 2011 3:38 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** FW: (U) FY12 Executive Development Opportunities  
**Attachments:** FY12 COURSE SUMMARIES FOR ALL-[Redacted].shared.doc; War\_College\_Call\_2012-13-[Redacted].shared.doc

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[Redacted] 21 June 2011 10:41 AM for the war colleges. The B&S [Redacted] [Redacted] [Redacted]  
[Redacted] (b) (3) - P.L. 86-36  
(b) (6)

**From:** [Redacted]  
**Sent:** Friday, May 20, 2011 11:35 AM  
**To:** [Redacted]  
**Subject:** FW: (U) FY12 Executive Development Opportunities  
(b) (3) - P.L. 86-36

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[Redacted]

**From:** [Redacted]  
**Sent:** Thursday, May 19, 2011 12:54 PM  
**To:** [Redacted]  
**Subject:** (U) FY12 Executive Development Opportunities

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

All -

As mentioned in Tuesday's [Redacted] attached are summaries (w/dates and allocations) of 30+ Exec Development Courses for [Redacted] to review and consider for a career development discussion at a future [Redacted]

War College nominations need to be to [Redacted] o/a 3 JUN.  
EDB course nominations need to be to [Redacted] o/a 27 JUN.

[Redacted]

[Redacted]

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

963-2766(s)

[Redacted]

[Redacted]

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[Redacted] 1.pst  
"actions"

**From:** [Redacted]  
**Sent:** Monday, June 13, 2011 10:38 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** FW: (U) Formal Coordination of Policy Manual 4-13, Chapter 3, Furlough Plan (INFORMATION)

(b) (3) - P.L. 86-36  
(b) (6)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

Good Morning.

[Redacted] has reviewed the NSA/CSS Furlough Plan and concurs.

v/r,

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

[Redacted]

[Redacted]

8:53:43

**From:** [Redacted]  
**Sent:** Wednesday, June 08, 2011 8:28 AM  
**To:** [Redacted]  
**Cc:** [Redacted]; [Redacted]  
**Subject:** FW: (U) Formal Coordination of Policy Manual 4-13, Chapter 3, Furlough Plan (INFORMATION)

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[Redacted] Please refer to [Redacted] external bar [Redacted]

[Redacted]

**From:** [Redacted]  
**Sent:** Wednesday, June 08, 2011 8:03 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) Formal Coordination of Policy Manual 4-13, Chapter 3, Furlough Plan (INFORMATION)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]



Please send your responses to the  
[redacted]  
no later than **COB 14 June 2011**

Good morning

(U) In March 2011, ADHR published a Furlough Plan to respond to the possibility that Congress would not pass a Continuing Resolution to fund government operations for the balance of the fiscal year. Although a crisis was averted, that plan has become the basis for a formal furlough policy, which is now being coordinated and will be published as Policy Manual 4-13, Personnel Administration, Chapter 3, " [redacted] "

(U) Please be advised that the " [redacted] " policy is now available for review and comment. Please review the policy and provide an appropriate level of concurrence. If the response is non-concur, provide comments as to why in the [redacted]. The originators are requesting only Critical and Substantive comments.

- (U) **Critical** - Signals an issue that will result in an organizational non-concurrence unless amended.
- (U) **Substantive** - Identifies an issue that is of major significance, but will not result in an organizational non-concurrence.

(U) Please provide responses to [redacted] by COB 14 June 2011.

(U) If you have any questions or concerns, please contact me.

Thank you and have a pleasant day,

[redacted] (b) (3) - P.L. 86-36

[redacted]

[redacted]

Tab 7 of 9 - 1

1-3-11

[redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted] - 1. ps t  
"actions"

**From:** [Redacted]  
**Sent:** Wednesday, August 17, 2011 9:10 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) REVISED TASKER: Getting the word out - Galileo 2011

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[Redacted] ...  
[Redacted] ...  
(b) (3) - P.L. 86-36  
(b) (6)

**From:** [Redacted]  
**Sent:** Wednesday, August 17, 2011 9:06 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) REVISED TASKER: Getting the word out - Galileo 2011

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

Good morning all, (b) (3) - P.L. 86-36

In light of inquiries received regarding this action, the original tasker for the Galileo Award has been updated. Please provide the name of the program and a nomination paragraph for [Redacted] consideration by COB 24 August. The full nomination package will be due by COB 7 September. All organization will be notified as to whether or not their nomination has been approved to move forward.

If you have any questions or concerns, please contact me.

Thank you and have a pleasant day,

[Redacted]  
[Redacted]  
966-7919 (s)  
[Redacted]

**From:** [Redacted]  
**Sent:** Friday, August 12, 2011 9:18 AM

To: [redacted]  
[redacted]  
Cc: [redacted]  
[redacted]

**Subject:** FW: (U) FW: Getting the word out - Galileo 2011

The following is being sent on behalf of the [redacted]

**Please send your responses to the**

[redacted]

**no later than COB 24 August 2011**

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

Good afternoon,

DNI has announced the kick-off of the eighth Galileo Awards competition. The Galileo Awards competition challenges the Intelligence Community (IC) work force to find bold, innovative, and creative solutions to the IC's toughest challenges, to explore transformational change, and to build an integrated Intelligence Community to serve the changing needs of US national security. Winners (up to three) receive \$10,000 and the opportunity to brief senior IC leaders, Congress, and appropriate IC audiences.

Please review the criteria/rules for the award, which can be found at

[redacted]

and provided nominations for your organization. The [redacted] has identified the following [redacted] as potential candidates:

- [redacted]
- [redacted]
- [redacted]
- [redacted]

Please provide the full CAO approved nomination package to [redacted] by COB 24 August 2011. Nomination packages need to include the following:

- All information for submitted for the award must be unclassified.
- Paper of no more than 5,000 words (12-pitch, double-spaced), not including charts and graphs. This applies only to the text of the paper.
- Individuals or teams from within the IC are eligible to submit papers. (Participants MAY submit more than one paper, either as an individual or co-author/team member.)
- Paper cover page will include:
  - title
  - date of submission
  - executive summary
- A completed 2011 Intellectual Property Rights Agreement.

If you have any questions or concerns, please contact me.

Thank you and have a pleasant day,

[Redacted]

11/3/11

11/3/11

[Redacted]

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

(b) (6)

From: [Redacted]

Sent: Tuesday, July 26, 2011 2:55 PM

To: [Redacted]

[Large redacted block of text]

Subject: Getting the word out - Galileo 2011

CLASSIFICATION: UNCLASSIFIED

Change starts with you...one person at a time.

We hope you will submit your bold, creative, and innovative ideas to the Galileo 2011 Awards Competition. We are accepting Galileo submissions through midnight on 16 September 2011. We would also appreciate contact information for groups/blogs/social media/individuals in your organization who may be able to help us get the Galileo word out.

Thank you for your continued interest and support. Good luck!

-The 2011 Galileo Awards Team

(b) (6)

[Redacted]

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[Redacted] -9. post  
training idde

**From:** [Redacted]  
**Sent:** Tuesday, September 06, 2011 1:39 PM  
**To:** [Redacted]  
**Cc:** [Redacted]

**Subject:** RE: (U) Call for Nominations for CROR3300 - NSA/CSS -The Big Picture SUSPENSE 8 SEPTEMBER 2011

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

3/6/11

PLEASE REPLY TO THE [Redacted] FOR CROR3300 TO [Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

24 Oct- 4 Nov: [Redacted]  
30 Jan- 10 Feb: [Redacted]  
14-25 May: [Redacted]

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

[Redacted]

**From:** [Redacted]  
**Sent:** Thursday, September 01, 2011 10:27 AM  
**To:** [Redacted]

**Cc:** [Redacted]  
**Subject:** (U) Call for Nominations for CROR3300 - NSA/CSS -The Big Picture SUSPENSE 8 SEPTEMBER 2011

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]

**Please send your responses to the**

[Redacted]

**no later than COB 6 September 2011**

Good morning,

Please have your leadership review CROR 3300 training requirements for eligibility, and provide nominations in priority order along with the date they want. The front office will review the nominations and prioritize at the [Redacted] level. Please provide responses to [Redacted] by COB 6 September 2011.

In order for individuals to be considered make sure they have this class listed on their Individual Training Plan (ITP) and approved by their supervisor. The following is the requirements and dates for the course.

**Clearance needed: TS//SI//TK//FVEY**  
**All discussions are non-attribution.**  
**Hours: 0800-1630**

**2012 dates:**

24 Oct- 4 Nov: [redacted]

30 Jan- 10 Feb: [redacted]

14-25 May: [redacted]

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

(U) Intended for civilians, military, second parties, and IC partners with at least three years of IC experience, this course increases student awareness and understanding of the missions of NSA and the basic issues informing critical policy decisions and initiatives.

(U) The course will encourage critical thinking and analysis, and will stress the importance of cooperation and collaboration across Agency organizations as well as with our military and Second Party partners. Students will have the opportunity to interact with and listen to senior leaders and mission experts, and to take tours and view demonstrations at Headquarters. Students will also develop their own unique perspectives on the challenges facing the Agency by writing a short paper on one of the key issues addressed during the course.

If you have any questions please contact [redacted]

Thank you and have a pleasant day,

[redacted]

[redacted]

[redacted]

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

S. ps 1  
"personnel"

**From:** [redacted]  
**Sent:** Tuesday, September 20, 2011 1:48 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** FW: (U) FW: Job Opportunities  
**Attachments:** [redacted] Resume 20, Sept 2011REV.doc

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[redacted]

[redacted]

(b) (3) - P.L. 86-36  
(b) (6)

**From:** [redacted]  
**Sent:** Tuesday, September 20, 2011 1:35 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: (U) FW: Job Opportunities

See attached ISR. Thank you again for you assistance.

Please let me know if anyone has any questions.

Thanks,

(U//~~FOUO~~)

[redacted]

996-2711 (s) [redacted]  
(U//~~FOUO~~)

**From:** [redacted]  
**Sent:** Tuesday, September 20, 2011 8:43 AM  
**To:** [redacted]  
**Subject:** RE: (U) FW: Job Opportunities

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[redacted]

[redacted]

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



**From:** [redacted]  
**Sent:** Tuesday, September 20, 2011 8:41 AM  
**To:** [redacted]  
**Subject:** RE: (U) FW: Job Opportunities

Sure thing. I'm working on updating it now.

Thank you!

(U//FOUO)

[redacted]

996-2711 (s) [redacted]  
(U//FOUO)

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

**From:** [redacted]  
**Sent:** Tuesday, September 20, 2011 6:17 AM  
**To:** [redacted]  
**Subject:** FW: (U) FW: Job Opportunities

(b) (3) - P.L. 86-36  
(b) (6)

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[redacted]

It is requested that you provide a copy of your response to [redacted] by [redacted].

[redacted]

**From:** [redacted]  
**Sent:** Monday, September 19, 2011 7:53 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: (U) FW: Job Opportunities

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

It is requested that you provide a copy of your response to [redacted] by [redacted].

**From:** [redacted]  
**Sent:** Monday, September 19, 2011 2:53 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** (U) FW: Job Opportunities

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted]

**From:** [Redacted]  
**Sent:** Monday, September 19, 2011 1:23 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** Job Opportunities

(b) (3) - P.L. 86-36  
(b) (6)

Good Afternoon [Redacted]  
[Redacted] suggested I contact you regarding [Redacted] job opportunities. He stated you have a [Redacted] opportunity as well as some [Redacted] positions. I came to [Redacted] in 2004 and spent about 6yrs doing [Redacted]. [Redacted] I then moved on to [Redacted] and now I'm in [Redacted] I'm now looking to come back to [Redacted] Would you have time to meet with me to discuss any opportunities?

Thank you in advance for your time.

V/R,  
[Redacted]

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

(U//FOUO)

[Redacted]

996-2711 (s) [Redacted]  
(U//FOUO)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[Redacted]

7. ps 1  
Training Folder

**From:** [Redacted]  
**Sent:** Thursday, September 22, 2011 1:53 PM  
**To:** [Redacted]  
**Cc:** [Redacted]

**Subject:** RE: (U) ACTION: MANDATORY TRAINING - Don't Ask, Don't Tell (DADT) Training (DODM1000)

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(b) (3) - P.L. 86-36  
(b) (6)

[Redacted]

The following is being sent on behalf of [Redacted] is the only [Redacted] at [Redacted] - this [Redacted] at [Redacted] and [Redacted] [Redacted] [Redacted] The [Redacted] concurs with this response

[Redacted]

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

**From:** [Redacted]  
**Sent:** Thursday, September 22, 2011 1:37 PM  
**To:** [Redacted]  
[Redacted]  
**Cc:** [Redacted]

**Subject:** (U) ACTION: MANDATORY TRAINING - Don't Ask, Don't Tell (DADT) Training (DODM1000)

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]

**Please send your responses to the**

[Redacted]

**no later than COB 30 September 2011**

Good afternoon,

Please ensure that the appropriate individuals in your organization complete the Don't Ask, Don't Tell Repeal Act training. The training is mandatory for the following audiences:

1. All DISES/DISLs; and
2. All civilians who directly supervise military members

Please provide an email response to the [redacted] confirming that the above individuals within your organization have complete the training by COB 30 September 2011. Please note that after taking the training, the individual must click on the "Congratulations" on the upper left hand side of the screen in order to complete the course and receive credit.

If you have any questions or concerns, please contact me.

Thank you and have a pleasant day,

[redacted]

[redacted]

[redacted]

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

**From:** [redacted]

**Sent:** Thursday, September 22, 2011 12:55 PM

**To:** [redacted]

[redacted]

**Cc:** [redacted]

[redacted]

[redacted]

**Subject:** (U) ACTION: MANDATORY TRAINING - Don't Ask, Don't Tell (DADT) Training (DODM1000)

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(To be tasked through CATS shortly)

D6-32-11

**ACTION:**

[redacted]

**FYI:**

SUSPENSE: 30 September 2011

As we are concluding our outreach to the audiences mandated to complete the Don't Ask, Don't Tell Repeal Act training, we ask for your assistance. This training is mandatory for the following audiences:

- 3. All DISES/DISLs; and
- 4. All civilians who directly supervise military members

Please forward the below reminders to those audiences in your organizations. If they have completed the training, they can disregard this email. Some employees may have completed the training but may not have received credit for completing it. In those cases, we'd like to remind them: Be sure to click on the "Congratulations" on the upper left hand side of the screen in order to complete the course and receive credit.

We will be pulling the final compliance report on 3 October and reporting NSA's compliance to DoD; therefore, **all training must be completed by 30 September.**

If you have any questions about this action, please e-mail me at [redacted] or [redacted]  
[redacted]

~~(U//FOUO)~~

[redacted] (b) (3) - P.L. 86-36

Equal Employment Opportunity & Diversity  
963-4927s [redacted]

**This email contains information subject to the Privacy Act.**

**From:** [redacted]  
**Sent:** Thursday, September 15, 2011 8:02 AM  
**Subject:** (U) ANOTHER REMINDER OF MANDATORY TRAINING - Don't Ask, Don't Tell (DADT) Repeal Act of 2010

**Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~**

If you have already taken the Don't Ask, Don't Tell (DADT) training, please ignore this e-mail. However, if you have not yet taken the training, please take the time to do so as soon as possible. We will continue to monitor completion rates and will be asking your Directorates for their support in ensuring that you comply with the mandate.

My point of contact for this training is [redacted] If you have questions, please contact her at 963-4927 or by email at [redacted]

[Redacted]

Equal Employment Opportunity and Diversity, (EEOD)

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

[Redacted]

963-1891s or [Redacted] visit our web site at "go EEOD"

From: [Redacted]

Sent: Tuesday, August 23, 2011 10:00 AM

Cc: [Redacted]

[Redacted]

Subject: (U) REMINDER OF MANDATORY TRAINING - Don't Ask, Don't Tell (DADT) Repeal Act of 2010

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Colleagues,

You are receiving this REMINDER message because ELM has not yet recorded your completion of the mandatory Repeal of the Don't Ask, Don't Tell (DADT) Policy training (DODM1000) that was outlined in the Chief of Staff's email message below. The training is mandated by DoD, and NSA is obligated to report our compliance. We trust that you will balance the time required to complete the training with your own mission requirements to meet the mandate and complete the training within the next 2 weeks.

My point of contact for this training is [Redacted]. If you have questions, please contact her at 963-4927 or by email at [Redacted].

[Redacted]

Equal Employment Opportunity and Diversity, (EEOD)

[Redacted]

963-1891s or [Redacted] visit our web site at "go EEOD"

From: Bonanni Deborah A NSA-DC USA CIV

Sent: Wednesday, August 03, 2011 2:58 PM

To: Bonanni Deborah A NSA-DC USA CIV

Cc: [Redacted] DL

ddir\_staff (ALIAS) S

Subject: (U) MANDATORY TRAINING: Don't Ask, Don't Tell Repeal Act of 2010

**Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~**

(U) On 22 December 2010, President Barack Obama signed into law the Don't Ask, Don't Tell (DADT) Repeal Act of 2010, which goes into effect on 20 September 2011. The DADT Repeal Act recognizes that the most valuable component of our national defense is the men and women in uniform who make up the American all-volunteer force. Gay, lesbian, or bisexual orientation is no longer a disqualifying factor for entering the military service. Service members are no longer subject to administrative separation on the basis of lawful gay, lesbian, or bisexual conduct. The implementation of the repeal of the DADT is a milestone event for the Department of Defense (DoD). Engaged and informed leadership is required at every level to implement the Repeal effectively and in a deliberate and careful manner.

(U) As a result of the DADT Repeal Act of 2010, there are several policy changes that are addressed in recent DoD Information Awareness Training. All Defense agencies and DoD field activities are mandated to ensure that senior civilian leadership and civilian employees who directly supervise Service members receive this training. EEOD, in cooperation with ADET, ADHR, ADCL, and CSS, is pleased to announce the offering of DODM1000, Repeal of the Don't Ask, Don't Tell Policy, accessible through VuPort.

**(U//FOUO) It is imperative that all senior civilians and all civilian employees who directly supervise Service members complete this training as soon as possible** to ensure the Agency is compliant with the DoD mandate. You can access VuPort at the following link:

[Redacted]

(U) DODM1000 is a videotaped slide presentation. It will take approximately 30-60 minutes to complete this training. If you do not have a current VuPort account, you will need to register for a new one. Once you have logged in, the DODM1000 course will appear within the "Training" menu. Upon completion of the course, you will receive course credit on your individual training profile.

(U) Your leadership and accountability are vital to a successfully compliant outcome. EEOD will monitor progress and provide periodic reports to DoD as we meet this requirement.

**(U//FOUO)** If you have any questions about the DADT Repeal Act training, please send an e-mail to: [Redacted] or call 968.7088.

**(U//FOUO)** If you have questions about the DADT Repeal Act and how it may impact you, your organization, or the military community within your office, please contact one of the Senior Enlisted Advisors listed at the following link: [Redacted] SEA points of contact are also listed at the end of this email.

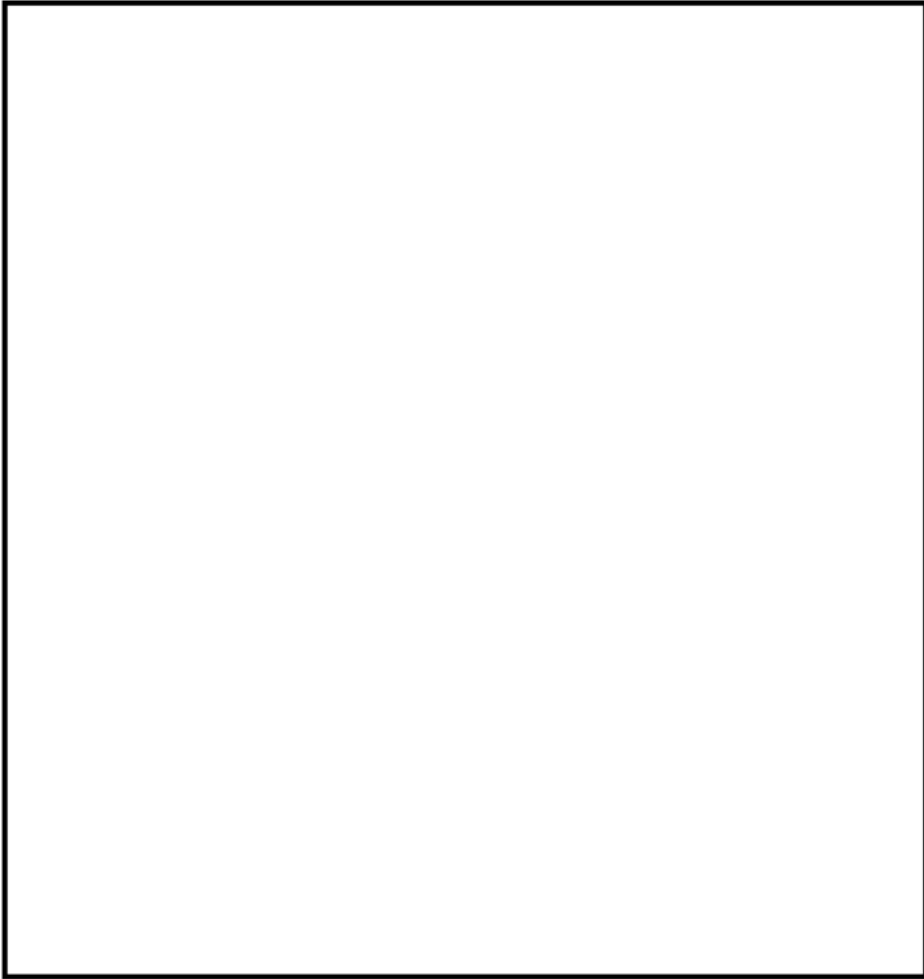
(U) Thank you for your time and immediate attention to this training requirement.

*Deborah A. Bonanni*  
NSA Chief of Staff

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

[Redacted]  
963-3444 [Redacted]

(U//~~FOUO~~) SEA Points of Contact:



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

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~



[Redacted] - 4. pst  
OGE 450

**From:** [Redacted]  
**Sent:** Thursday, October 20, 2011 11:40 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) 2012 OGE450 Required Filers

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

OGE450for [Redacted]  
011.xls

(b) (3) - P.L. 86-36  
(b) (6)

Please see the attached for the [Redacted] response to [Redacted]. The [Redacted] [Redacted]

[Redacted]

**From:** [Redacted]  
**Sent:** Wednesday, October 19, 2011 1:50 PM  
**To:** [Redacted]

**Cc:** [Redacted]  
**Subject:** (U) 2012 OGE450 Required Filers

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

The following is being sent on behalf of the [Redacted]  
**Please send your responses to the**  
[Redacted]  
**no later than COB 3 November 2011**

Good afternoon,

Please review the OGE450 Report Filing Criteria and provide a complete list of employees that are performing duties that meet the criteria. This list must be approved by the employee's supervisor. If an employee's duties fall under those listed on the Criteria (as of 01 January 2012), that employee should be added to the list. Please provide the list of employees for your organization to [Redacted] by COB 3 November 2011.

<< File: [Redacted].xls >>

If you have any questions or concerns, please contact [redacted]

Thank you and have a pleasant day,

[redacted]

[redacted]

[redacted]

**From:** [redacted]  
**Sent:** Wednesday, October 19, 2011 12:14 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** (U) [redacted] 2012 OGE450 Required Filers

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

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

**(U) SUSPENSE:** Tuesday, 7 November 2011

**(U) FORMAL COORDINATION:** 2012 OGE450 Required Filer List.

**(U) PURPOSE:** To obtain list of individuals required to file the OGE450 Report (OGE450) for 2012.

**(U) BACKGROUND:** The OGE450 Report is a U.S. Office of Government Ethics form filed annually by certain DoD employees. The OGE450 Reports are required by the Ethics in Government Act of 1978, Executive Order 12674, and 5 CFR Part 2634.

The purpose of the OGE450 report is to assist employees and their agencies in avoiding conflicts between official duties and private financial interests or affiliations. The information provided on the form helps the Ethics & Fiscal Law (E&FL) office determine whether any potential conflicts exist. Individuals are designated to file to avoid involvement in a real or apparent conflict of interest.

The Security the Financial Disclosure Form, their form must be filed in addition to the OGE450 Report. If you have questions about the Security Financial Disclosure Form contact their Financial Analysis Staff by email to: [redacted]

**(U) ACTION:** Each organization must review the OGE450 Report Criteria and provide a complete list of employees that are performing duties that meet the criteria. This list must be approved by the employee's supervisor. If an employee's duties fall under those listed on the Criteria (as of 01 January 2012), that employee should be added to the list.

This list should only contain individuals that are grades GG15 and below, and military members 0-6 and below. We are only updating their list at this time.

DO NOT ask anyone to file an OGE450 Report, until they receive direct instructions from the E&FL office at the beginning of 2012.

**(U) FORMAT:** For your convenience, attached is the current 2011 OGE450 filers list for your organization with instructions on how changes should be made. Only one spreadsheet for the entire organization should be

forward to the E&FL POC. Do not delete any information on this excel spreadsheet to ensure tracking status of each OGE450 filer.

(U//~~FOUO~~) POC: Please respond via email directly to [redacted]

[redacted]

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

[redacted]

[redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted] -4. pst  
OGE450

**From:** [Redacted]  
**Sent:** Tuesday, November 30, 2010 1:11 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) [Redacted] ACTION: 2011 OGE450 Required Filers (SUSPENSE 3 DECEMBER 2010)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[Redacted] Attached is the [Redacted] input to the OGE450 task. Please note that BOTH the [Redacted] and [Redacted] tabs have been updated. Thank you ...

OGE450\_draft\_Log\_112910.xlsx

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

[Redacted]

(b) (3) - P.L. 86-36  
(b) (6)

**From:** [Redacted]  
**Sent:** Tuesday, November 16, 2010 7:45 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) [Redacted] ACTION: 2011 OGE450 Required Filers (SUSPENSE 3 DECEMBER 2010)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

The following is being sent on behalf of the [Redacted]

**Please send your responses to the**

[Redacted]

**no later than COB 2 December 2010**

Good morning,

**(U) BACKGROUND:** The OGE450 Report is a U.S. Office of Government Ethics form filed annually by certain DoD employees. The OGE450 Reports are required by the Ethics in Government Act of 1978, Executive Order 12674, and 5 CFR Part 2634. The purpose of the OGE450 report is to assist employees and their agencies in avoiding conflicts between

official duties and private financial interests or affiliations. The information provided on the form helps the Ethics & Fiscal Law (E&FL) office determine whether any potential conflicts exist. Individuals are designated to file to avoid involvement in a real or apparent conflict of interest.

DO NO CONFUSE THIS EMAIL WITH THE SECURITY FINANCIAL DISCLOSURE FORM. The Security the Financial Disclosure Form, their form must be filed in addition to the OGE450 Report. If you have questions about the Security Financial Disclosure Form contact their Financial Analysis Staff by email to [redacted]

**(U) ACTION:** Each organization must review the [SUSPENSE 3 DECEMBER 2010](#) and provide a complete list of employees that are performing duties that meet the criteria. This list must be approved by the employee's supervisor. If an employee's duties fall under those listed on the Criteria (as of 1 January 2011), that employee should be added to the list.

This list should only contain individuals that are grades GG15 and below, and military members 0-6 and below. We are only updating their list at this time. Please do not ask anyone to file an OGE450 Report, until they receive direct instructions from the E&FL office. Please provide the updated list of employees to [redacted] by COB 2 December 2010.

**(U) FORMAT:** For your convenience, attached is the current 2010 OGE450 filers list for your organization with instructions on how changes should be made. Only one spreadsheet for the entire organization should be forward to the E&FL POC. Do not delete any information on this excel spreadsheet to ensure tracking status of each OGE450 filer.

<< File: [redacted]2011DRAFTOGE450Log.xls>>

[redacted] (b) (3) - P.L. 86-36

If you have any questions or concerns, please contact me.

Thank you and have a pleasant day,

[redacted]

[redacted]

[redacted]

**From:** [redacted]  
**Sent:** Monday, November 15, 2010 2:58 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** [redacted] ACTION: 2011 OGE450 Required Filers (SUSPENSE 3 DECEMBER 2010)

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Good Afternoon [redacted]

Please find the below action regarding the collection of employee names in the [redacted] organization who will be required to complete a Confidential Financial Disclosure Report (OGE450) in 2011. According

to our records you assisted us with gathering this information for the 2010 cycle, however if you should no longer be the POC please let me know and if possible direct me to the appropriate POC.

Please confirm receipt of this action.

Thanks

[Redacted]

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

[Redacted]

[Redacted]

[Redacted]

\*\*\*\*\*

**(U) SUSPENSE: Friday, 3 December 2010**

**(U) PURPOSE:** To obtain list of individuals required to file the OGE450 for 2011.

**(U) BACKGROUND:** The OGE450 Report is a U.S. Office of Government Ethics form filed annually by certain DoD employees. The OGE450 Reports are required by the Ethics in Government Act of 1978, Executive Order 12674, and 5 CFR Part 2634.

The purpose of the OGE450 report is to assist employees and their agencies in avoiding conflicts between official duties and private financial interests or affiliations. The information provided on the form helps the Ethics & Fiscal Law (E&FL) office determine whether any potential conflicts exist; Individuals are designated to file to avoid involvement in a real or apparent conflict of interest.

DO NOT CONFUSE THIS EMAIL WITH THE SECURITY FINANCIAL DISCLOSURE FORM. The Security the Financial Disclosure Form, their form must be filed in addition to the OGE450 Report. If you have questions about the Security Financial Disclosure Form contact their Financial Analysis Staff by email to:

[Redacted]

**(U) ACTION:** Each organization must review the OGE450 report Criteria and provide a complete list of employees that are performing duties that meet the criteria. This list must be approved by the employee's supervisor. If an employee's duties fall under those listed on the Criteria (as of 1 January 2011), that employee should be added to the list.

This list should only contain individuals that are grades GG15 and below, and military members 0-6 and below. We are only updating their list at this time. Please do not ask anyone to file an OGE450 Report, until they receive direct instructions from the E&FL office.

**(U) FORMAT:** For your convenience, attached is the current 2010 OGE450 filers list for your organization with instructions on how changes should be made. Only one spreadsheet for the entire organization should be forward to the E&FL POC. Do not delete any information on this excel spreadsheet to ensure tracking status of each OGE450 filer.

**(U//FOUO) POC:** Please respond via email directly to [Redacted]

<< File: [redacted]2011DBAFTQGE450Log.xls >>

[redacted]

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

[redacted]

[redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Handwritten note: "Sops" with a box and "A. ps 1"

From: [Redacted]
Sent: Thursday, November 04, 2010 1:29 PM
To: [Redacted]
Cc: [Redacted]

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

Subject: RE: (U) DRAFT SOP -- ACTIONS
Attachments: FW: (U) RE: Time Off Award Policy

Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY

(b) (3) - P.L. 86-36
(b) (6)

Nominating Personnel for Awards
Attached is a draft SOP for handling actions within [Redacted] Request you review and provide comments / concurrence to me and [Redacted] by 11 Nov 10. Please forward to whoever you think is affected by this and provide a consolidated response from your respective areas. THANK YOU ...

[Redacted]

From: [Redacted]
Sent: Thursday, November 04, 2010 12:46 PM
To: [Redacted]
Cc: [Redacted]

Subject: (U) DRAFT SOP -- ACTIONS

Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY

Attached is a DRAFT SOP for handling actions within [Redacted] Request you review and provide comments / concurrence to me and [Redacted] by 11 Nov 10. Please forward to whoever you think is affected by this and provide a consolidated response from your respective areas. THANK YOU ...

[Redacted]

Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY



[Redacted] - 6.pst  
[Redacted]

**From:** [Redacted]  
**Sent:** Wednesday, October 27, 2010 2:46 PM  
**To:** [Redacted]

**Cc:** [Redacted]

**Subject:** (U) [Redacted] Requirements Documentation

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(b) (3) - P.L. 86-36  
(b) (6)

I attended the [Redacted] today that addressed the "NS/CSS Operational Requirements Process" (NSA Policy 1-59).  
Briefing URL below:

[Redacted]

Please provide this information to me [Redacted] NLT COB 10 November 2010. Thank you ...

[Redacted]

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

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[redacted] - 1.pst  
"actions"

**From:** [redacted]  
**Sent:** Wednesday, November 17, 2010 12:24 PM  
**To:** [redacted]  
**Cc:** [redacted]

**Subject:** FW: (U) Redesign of the NSA [redacted] - end-to-end

**Importance:** High

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(b) (3) - P.L. 86-36  
(b) (6)

The [redacted] nominees for the Redesign of the NSA [redacted] - end-to-end are:

Please let them know what your requirements are and what is expected. Thank you ...

**From:** [redacted]  
**Sent:** Wednesday, November 10, 2010 6:29 PM  
**To:** [redacted]

**Cc:** [redacted]  
**Subject:** FW: (U) Redesign of the NSA [redacted] - end-to-end  
**Importance:** High

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[redacted] [redacted] [redacted] Please let [redacted] know what your requirements are and what is expected. Thank you ...

[redacted] and [redacted]

thanks

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

**From:** [redacted]  
**Sent:** Wednesday, November 10, 2010 4:35 PM  
**To:** [redacted]

[Redacted]  
[Redacted]  
[Redacted]  
Cc: [Redacted]

**Subject:** (U) Redesign of the NSA [Redacted] - end-to-end  
**Importance:** High

(b) (3) - P.L. 86-36  
(b) (6)

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Good afternoon,

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

[Redacted]

For the team to be successful, I need [Redacted] participation – so you will be receiving an invitation to our meetings.

I'd also like to have one or two individuals that can represent the following:

[Redacted]

Would you be willing to provide someone? If so, please forward a name so that I can invite them to our meetings.

[Redacted]

[Redacted]

769-8135 (s)

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

1.pst  
"bimonthly w/sae"

**From:** [redacted] on behalf of [redacted]  
**Sent:** Wednesday, December 15, 2010 1:24 PM  
**To:** [redacted]  
**Subject:** FW: (U) Slides for Bi-Monthly Meeting Today;(Dec 15)  
**Attachments:** [redacted] Briefing 15 December 2010.ppt

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

[redacted]

Would you please print the attached for [redacted] for his 1500?

(U) Thanks!

(U//FOUO)

[redacted]

[redacted]

963-7955s/[redacted]

[redacted]

Dropbox: [redacted]

\*\*\*\*This e-mail may contain information protected by the Privacy Act\*\*\*\*



(b) (3) - P.L. 86-36  
(b) (6)

**From:** [redacted]  
**Sent:** Wednesday, December 15, 2010 12:34 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** (U) Slides for Bi-Monthly Meeting Today (Dec 15)

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

All,

Attached are the slides for today's Bi-monthly meeting/briefing:

Regards,

[redacted]

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

969-0779 [redacted]

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~



[Redacted]

[Redacted]

[Redacted]

966-4330s

[Redacted]

968-5431s

~~Classification: UNCLASSIFIED//FOR OFFICIAL USE ONLY~~

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

[Redacted] - Co. pst  
[Redacted]

**From:** [Redacted]  
**Sent:** Monday, September 19, 2011 2:03 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) 19 Sep [Redacted] Recap.

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Below is a quick recap of today's [Redacted].

General Information to start meeting:

(b) (3) - P.L. 86-36  
(b) (6)

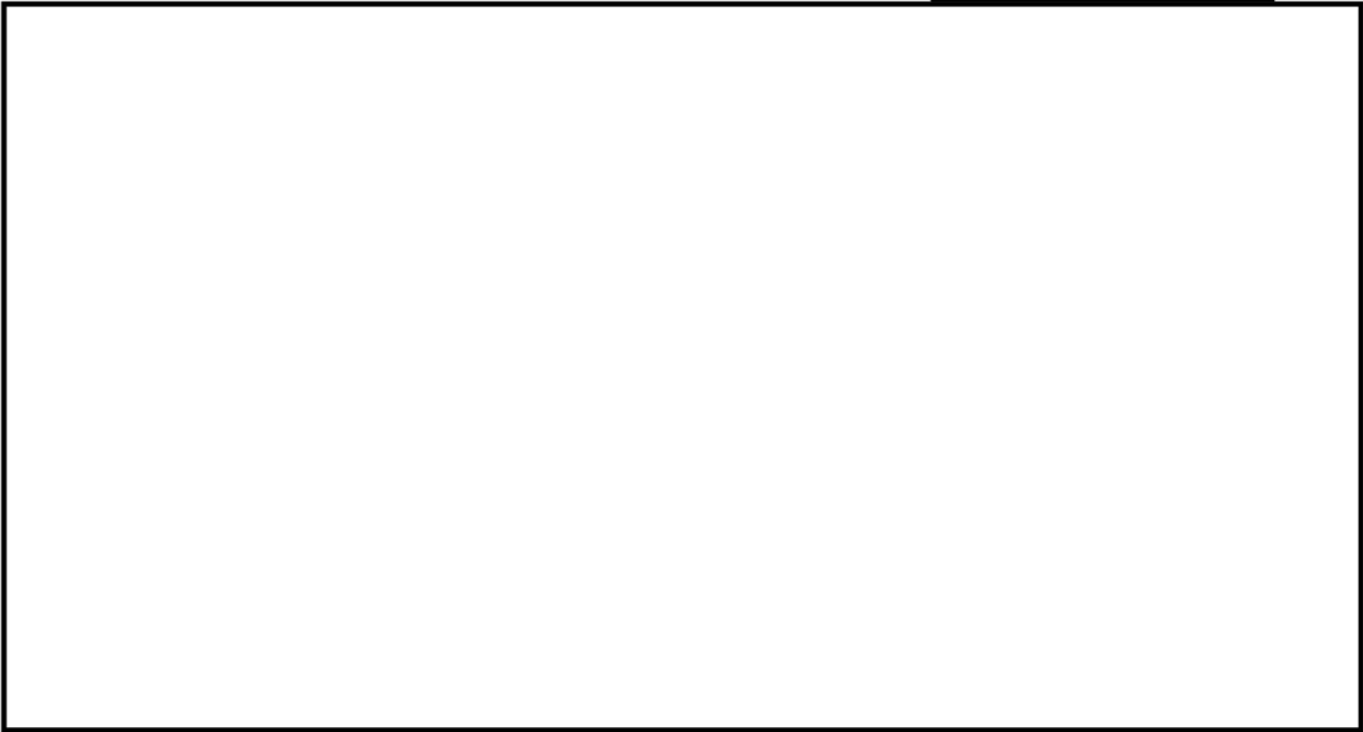
(b) (3) - P.L. 86-36

(b) (3) - P.L. 86-36  
(b) (5)

[Large redacted area]



(b) (3) - P.L. 86-36  
(b) (5)



That is just a recap ... hopefully I hit all the high points ...



(b) (3) - P.L. 86-36  
(b) (6)

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted] -6, post  
[Redacted]

**From:** [Redacted]  
**Sent:** Wednesday, September 21, 2011 2:26 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) 21 Sep [Redacted] Recap

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

(b) (3) - P.L. 86-36  
(b) (6)

**Classification:** UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Large Redacted Area]

(b) (3) - P.L. 86-36  
(b) (5)



Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(b) (3) - P.L. 86-36  
(b) (6)

(b) (3) - P.L. 86-36  
(b) (6)

**From:** [redacted]  
**Sent:** Wednesday, November 10, 2010 4:52 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** FW: (U) Draft Joint Inspection Report of [redacted] - Susp 15 Nov/0900  
**Attachments:** [redacted] Report Sep 10.pdf

Classification: ~~TOP SECRET//COMINT//TALENT KEYHOLE//NOFORN~~

**FOR OFFICIAL USE ONLY**

[redacted] please add to suspense list.

**Attachment  
Removed**

v/r,

[redacted]

**From:** [redacted]  
**Sent:** Wednesday, November 10, 2010 12:57 PM  
**To:** [redacted]

[redacted]

**Subject:** (U) Draft Joint Inspection Report of [redacted] - Susp 15 Nov/0900

Classification: ~~TOP SECRET//COMINT//TALENT KEYHOLE//NOFORN~~

**FOUO**

All,

Please review the attached excerpt from the subject document and provide your updated responses to your respective section(s) **NLT 15 Nov/0900**.

Regards,

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

[redacted]  
Executive Assistant to the

[redacted]

Please use DropBox for large files: [redacted]

Derived From: NSA/CSSM 1-52  
Dated: 20070108  
Declassify On: 20351101

Classification: ~~TOP SECRET//COMINT//TALENT KEYHOLE//NOFORN~~

**FOUO**

Handwritten note: "acc of plan"

From: [Redacted]  
 Sent: Friday, March 18, 2011 4:11 PM  
 To: [Redacted]  
 Cc: [Redacted]  
 Subject: FW: (U) FY11 [Redacted]  
 Attachments: 2011 NSA [Redacted]

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

Classification: ~~CONFIDENTIAL//REL TO USA, AUS, CAN, GBR, NZL~~

~~FOR OFFICIAL USE ONLY~~

[Redacted] please track suspense.  
 [Redacted] please analyze

Attachment Removed

v/r,

[Redacted signature block]

(b) (3) - P.L. 86-36  
(b) (6)

From: [Redacted]  
 Sent: Friday, March 18, 2011 12:45 PM  
 To: [Redacted]  
 Subject: FW: (U) FY11 [Redacted]

Classification: ~~CONFIDENTIAL//REL TO USA, AUS, CAN, GBR, NZL~~

~~FOUO~~

v/l

Please refer to [Redacted] please refer to [Redacted]

[Redacted]

[Redacted]

Executive Assistant to the

[Redacted signature block]

Please use DropBox for large files: [Redacted]

Derived From: NSA/CSSM 1-52  
 Dated: 20070108  
 Declassify On: 20330024

Classification: ~~CONFIDENTIAL//REL TO USA, AUS, CAN, GBR, NZL~~

~~FOUO~~



[Redacted] - 1. pst  
"acg w/ plan"

**From:** [Redacted]  
**Sent:** Friday, March 18, 2014 4:11 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** FW: (U) FY11 [Redacted] Plan  
**Attachments:** 2011 NSA [Redacted] Plan.doc

Classification: ~~CONFIDENTIAL//REL TO USA, AUS, CAN, GBR, NZL~~ **FOR OFFICIAL USE ONLY**

[Redacted] please track suspense.  
[Redacted] please analyze

v/r,  
[Redacted]

**ATTACHMENT REMOVED**

(b) (3) - P.L. 86-36  
(b) (6)

**From:** [Redacted]  
**Sent:** Friday, March 18, 2011 12:45 PM  
**To:** [Redacted]  
**Subject:** FW: (U) FY11 [Redacted] Plan

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

Classification: ~~CONFIDENTIAL//REL TO USA, AUS, CAN, GBR, NZL~~ **FOUO**

ATL  
Please see the attached 2011 NSA [Redacted] Plan. Please review and be prepared to discuss and review trends at a. [Redacted] (SSPM).

Regards,  
[Redacted]  
[Redacted]  
Executive Assistant to the  
[Redacted]

Please use DropBox for large files: [Redacted]

~~Derived From: NSA/CSSM T-52~~  
~~Dated: 20070108~~  
~~Declassify On: 20330024~~

**FOUO**

Classification: ~~CONFIDENTIAL//REL TO USA, AUS, CAN, GBR, NZL~~

[Redacted] 10/15/11  
[Redacted] [Redacted]

**From:** [Redacted]  
**Sent:** Monday, August 15, 2011 7:28 AM  
**To:** [Redacted]  
**Subject:** FW: (U) [Redacted] has quad set drafts for Off-Site  
**Attachments:** Consolidated Input\_Homework\_12 Aug2011.pptx

(b) (3) - P.L. 86-36  
(b) (6)

[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]

**From:** [Redacted]  
**Sent:** Friday, August 12, 2011 6:19 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** (U) [Redacted] has quad set drafts for Off-Site

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Classification: ~~TOP SECRET//COMINT//ORCON//NOFORN~~

**FOR OFFICIAL USE ONLY**

**Attachment  
Removed**

Please find attached consolidated homework quad set. [Redacted] has a hardcopy for you as well.

Enjoy!, [Redacted]

[Redacted]

(C) 966-2880

Dropbox: [Redacted]

Derived From: NSACSSM T-52  
~~Dated: 20070108~~  
~~Declassify On: 20360801~~

Classification: ~~TOP SECRET//COMINT//ORCON//NOFORN~~

**FOUO**



[Redacted] - . po 1  
fy13

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

**From:** [Redacted]  
**Sent:** Monday, June 20, 2011 12:59 PM  
**To:** [Redacted]  
**Cc:** [Redacted]  
 (b) (3) - P.L. 86-36  
 (b) (6)  
**Subject:** (U) [Redacted] -- 20 Jun 11 -- [Redacted] [Redacted]

Classification: ~~SECRET//COMINT//REL TO USA, AUS, CAN, GBR, NZL~~

Fun filled [Redacted] ... will try and make sense out of it for you all ... lots of info ...

[Large Redacted Area]

(b) (1)  
(b) (3) - P.L. 86-36  
(b) (5)

(b) (1)  
(b) (3) - P.L. 86-36  
(b) (5)

Hope I made senses and sorry for this being so long ... but thought it important to give you my thoughts on what I think I heard 😊



(b) (3) - P.L. 86-36  
(b) (6)

Derived From: NSA/CSSM 1-52  
Dated: 20070108  
Declassify On: ~~20360601~~

Classification: ~~SECRET//COMINT//REL TO USA, AUS, CAN, GBR, NZL~~

-4.pst  
"naive"

**From:** [redacted]  
**Sent:** Wednesday, October 19, 2011 8:01 AM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: (U) [redacted] schedule/actions/slides - [redacted]

**Classification:** ~~SECRET//NOFORN~~

[redacted]

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The [redacted] attendees will be:

[redacted]

[redacted]

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(b) (6)

[redacted] will talk to [redacted] about additional attendees. After that discussion we may have additional personnel that we would like to attend. Will provide additional names at that time.

No additional A/V equipment will be required.

The [redacted] concur with this response.

Thank you.

[redacted]

**From:** [redacted]  
**Sent:** Friday, September 30, 2011 3:06 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** (U) [redacted] schedule/actions/slides - [redacted]

**Classification:** ~~SECRET//NOFORN~~

Dear [redacted] team - please see the following information about [redacted] including action items with delivery dates of 10/14 and 11/1. Thank you.

[Large redacted area]

[Redacted]

- **Classification level:** The conference is unclassified and the voice track, slides and handouts should be classified at the U//FOUO level.

**Action items –response requested by 10/14/11:**

1. **Representatives:** please send the names and titles of the Agency representatives who will be participating in your breakout sessions by 10/14/11.
2. **A/V:** a laptop, LCD projector, and microphone(s) will be provided. Please advise if you will require any additional audio-visual (A/V) equipment by 10/14/11.

**Action items –response requested by 11/1/11:**

3. **Slides:** please send your CAO approved presentation slides (U//FOUO) for [Redacted] review/comment by 11/1/11. A [Redacted] has been set up for your convenience.

**[Redacted] presentation information/breakout format:**

As the [Redacted] please present an [Redacted] update to your May 2011 [Redacted] presentation during each of the four 1 ¼ hour breakout sessions. Each session will be attended by ~ 50 guests and we recommend a 30-minute presentation followed by 45-minutes of Q&A moderated by an [Redacted] volunteer. We are utilizing the same slide format as [Redacted] and I have attached your classified [Redacted] 2011 slides as a guide. Please replace budget specifics with general 'uptick'/'down turn' information as well as remove any additional classified information. Each [Redacted] should ensure their slides/handouts go through the CAO review process for U//FOUO information prior to the 11/1/11 due date. A classified slide deck may be posted to the [Redacted] after the conference.

**Presentation topics/organizations:**

[Redacted]

- Research Transformation
- DISA

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**Proposed Agenda:**

Time	Activity	Participants
0700-0800	Registration and networking breakfast	All
0805-0815	Opening remarks	[Redacted]
0815-0900	Mission update	Chris Inglis
0900-0920	Acquisition update	Jennifer Walsmith
0920-0930	Break	All
0930-1045	Breakout session 1	All topic/organization panelists
1050-1205	Breakout session 2	All topic/organization panelists
1210-1330	Lunch (presentation: 1245-1315)	[Redacted]
1335-1450	Breakout session 3	All topic/organization panelists
1455-1610	Breakout session 4	All topic/organization panelists
1615-1745	Networking social	All

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**Goal:**

[Redacted]

[Redacted]

Thank you in advance for your participation, please contact me if you have any questions/recommendations.

[Redacted]

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966-5145

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Derived From: NSA/CSSM 1-52  
Dated: 20070108  
Declassify On: ~~20360401~~

Classification: ~~SECRET//NOFORN~~

## **(U) APPENDIX D**

### **(U) Response to Tentative Conclusions and Related Emails**

[Redacted]

**From:** [Redacted]  
**Sent:** Tuesday, July 22, 2014 8:47 AM  
**To:** [Redacted]  
**Subject:** RE: (U) Results of OIG Inquiry

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(b) (6)

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Thank you for your response, [Redacted] You will receive the OIG's final conclusions shortly.

[Redacted]

[Redacted]  
Senior Investigator  
Investigations, D14  
Office of the Inspector General  
963-0920s, [Redacted]

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

PRIVACY SENSITIVE - any misuse or unauthorized disclosure may lead to disciplinary action

**From:** [Redacted]  
**Sent:** Tuesday, July 22, 2014 8:43 AM  
**To:** [Redacted]  
**Cc:** [Redacted]  
**Subject:** RE: (U) Results of OIG Inquiry

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[Redacted]

Prior to your email, I did not remember an earlier 2010 version of [Redacted] SOPs. I think [Redacted] had access to [Redacted] SOPs from his time as [Redacted] and I think he used these and updated them for [Redacted]

[Redacted]

[Redacted]

**From:** [Redacted]  
**Sent:** Tuesday, July 22, 2014 8:04 AM  
**To:** [Redacted]  
**Subject:** RE: (U) Results of OIG Inquiry

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Hi [Redacted]

That all makes sense time-wise. I have emails from November 2010 indicating that [redacted] developed an SOP for handling actions in [redacted] and then staffed the SOP through your deputies and others further down the chain for comments/edits (you were cc'd). Testimony indicates that [redacted] had no SOPs in place prior to that time and that subsequent to [redacted] initial efforts, he and others in [redacted] worked to create an entire SOP book laying out the guidelines of how the office was to operate. From emails and Employee Profiles, it appears that [redacted] became [redacted] chief in September 2011.

Thanks,

[redacted]

[redacted]  
Senior Investigator  
Investigations, D14  
Office of the Inspector General  
963-0920s [redacted]

(b) (3) - P.L. 86-36  
(b) (6)

PRIVACY SENSITIVE - any misuse or unauthorized disclosure may lead to disciplinary action

**From:** [redacted]  
**Sent:** Tuesday, July 22, 2014 7:38 AM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: (U) Results of OIG Inquiry

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

[redacted] I was on A/L yesterday and [redacted] is on A/L today & tomorrow. I'd like to verify with her the date she arrived in [redacted] In the meantime, however, when she first moved to [redacted] she was not immediately made [redacted] chief.

I think the SOP was started and completed in the first half of 2012. I have an email in June 2012 that I sent to [redacted] who was in the [redacted] at the time, commending her efforts to put version 4 of the SOP on SharePoint. I have another email in July 2012 reminding [redacted] "... [redacted] has a published an SOP (on SharePoint) for all [redacted] employees that includes the policies for telecommuting, overtime and comp time."

[redacted]

**From:** [redacted]  
**Sent:** Monday, July 21, 2014 1:52 PM  
**To:** [redacted]  
**Subject:** RE: (U) Results of OIG Inquiry

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Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

Thank you for your response, [redacted] In your response, you mentioned that [redacted] the then [redacted] Chief, "championed and led" the effort to develop [redacted] workplace SOPs. Can you please tell me when [redacted] was your [redacted] chief and when this SOP effort took place? In reviewing your testimony, it appears that [redacted] became [redacted] and began serving as kind of your chief of staff after [redacted] left in late 2011. Is that correct?

Thank You Again,



[redacted]  
[redacted]  
Senior Investigator  
Investigations, D14  
Office of the Inspector General  
963-0920s, [redacted]

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PRIVACY SENSITIVE - any misuse or unauthorized disclosure may lead to disciplinary action

**From:** [redacted]  
**Sent:** Friday, July 18, 2014 2:40 PM  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** RE: (U) Results of OIG Inquiry

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[redacted]  
I appreciate the opportunity to respond.

I want to acknowledge that while I strongly disagree with the tentative findings, nonetheless since the 2012 allegation, I have taken permanent steps to prevent any future misperceptions. For example, contractors do not read my email, I do not use contractors as leads to answer actions, and I have even instructed [redacted] contractors not to answer my office phone. I also have discussed my lessons learned with other [redacted] and [redacted] leaders so they can gain from my experience. *Please note: to help my support response, I have included relevant excerpts from the [redacted] contract under my signature block.*

**Response to the Inherently Governmental Function finding**

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I assert that in my [redacted] the interpretation of what is/is not an inherently governmental function is easily among the most thorny and subjective of any in the FAR. I point to the Jan 12 Congressional Research Service Report to Congress entitled *Definitions of "Inherently Governmental Functions" in Federal Procurement Law and Guidance*, which states the debate over what is/is not an inherently governmental function "... is as old as the constitution." Given this debate, it would seem that a fair-minded investigation would necessarily require at least a moderately clear cut infringement of FAR Part 7.5, the 1998 FAIR Act, and NSA/CSS Policy 1-39 before a finding of a violation would be asserted. Consequently, if the FAIR Act and Policy 1-39 definition of Inherently Governmental Functions requires/starts with a decision to bind the government in some way, it would seem fair and reasonable that any finding against me would need to show I allowed or caused [redacted] to make a decision to bind the government. As I examine the 20 listed Inherently Governmental Functions in FAR 7.5 or in Policy 1-39 Annex A, I assert that [redacted] did not exercise discretion or make value judgments in making decisions in these 20 functions. On the contrary, I assert the only services/support [redacted] performed were those the 1998 FAIR Act calls "functions excluded" from the inherently governmental definition - specifically, [redacted] gathered information, provided advice, opinions, recommendations, or ideas to me and my staff as federal officials - tasks which, by the way, precisely align with the [redacted] scope. Because the OIG preliminary findings have concluded that [redacted] did not make any decisions, therefore these preliminary findings are not based on any clearly described violation. In making this preliminary

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(b) (6)

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finding, the OIG did not hold to an objective criteria or standard but instead resorted to subjective judgment. I assert this unfair.

Concerning the supporting evidence that [redacted] attended the [redacted] on my behalf. First, I did not rely solely on his advice because either I or my deputy attended most [redacted]. Second, [redacted] always took detailed notes and always read these notes aloud at my 0730 daily [redacted] Leadership team meeting. Furthermore, the [redacted] Deputy [redacted] or other senior [redacted] representative always sat in the [redacted] seat at the [redacted] with the responsibility to record/relay relevant [redacted] related tasking. In addition, in 2012 the daily [redacted] charts and briefing were always posted on line for my reference. Second, I have reconfirmed with my supervisor that in 2012 many contractors attended the [redacted] on behalf of government reps, [redacted]

Concerning the supporting evidence that [redacted] read my email, I admit this probably created the strongest misimpression, but at the time [redacted] in screening email specifically for hidden tasking in my enormous [redacted] related email volume, provided invaluable advice, and assisted [redacted] overall to work efficiently and effectively.

Concerning the supporting evidence that [redacted] revised an [redacted] I agree that [redacted] provided advice, opinions, and recommendations on this task. His experience added great value and allowed me to complete this task much more efficiently at a time when I had not yet selected a [redacted] Chief of Staff. However, he did not finalize nor make the final decision on what was submitted.

Concerning the supporting evidence that [redacted] developed [redacted] workplace SQPs. This finding is not accurate. [redacted] did not lead this task and was not primarily responsible for it. Instead, this effort was championed and led by then [redacted] Chief, [redacted] with great assistance from her government staff and she will attest to this. [redacted] assisted with this task, which falls well within the scope of [redacted] to provide [redacted]

[redacted]

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**Response to the finding that [redacted] performed work outside his labor category and exceeded the scope of the relevant TTO, thereby creating the potential for an unauthorized commitment.**

I am relieved the investigation results found insufficient evidence to conclude that [redacted] performed personal services. However, I disagree that [redacted] duties approached personal services -- 1<sup>st</sup> because he worked within the scope of [redacted], 2<sup>nd</sup>, he was under direct tasking of his [redacted] Task Leader, and finally he worked independently of government direction. These are the key objective tests that in my experience constitute personal services.

Concerning the tentative finding that [redacted] spent 20% of his time performing administrative tasks outside the scope of his labor category.

a. My first response is that I believe the distinction made between general Management Support and the scope of [redacted] is highly subjective. In my opinion the OIG has made a contract scope determination that is no more valid nor more accurate than mine [redacted]. I assert that [redacted] performed within scope of [redacted]. As a [redacted] he primarily supported [redacted] but he also [redacted]

[redacted] His unique experience as a [redacted] added to the [redacted] assistance and expertise he provided as a [redacted]

b. My second response is the OIG finding that 20% of the work was performed outside labor category requires the narrowest and worst possible view of the entirety of [redacted] support. To be fair and objective, such calculation should also fairly include the total value – the speed, quality, and efficiency of the written and verbal support that [redacted] level experience and qualifications added to the performance of [redacted]. I do not know how the OIG

(b) (6)

estimate of 20% against his total support hours could have included his verbal/oral support to the [redacted] and individual [redacted] in innumerable [redacted]

[redacted] I estimate this verbal, non-written support took at least 40% of his time daily. While there were administrative aspects to the work he performed, on balance he consistently performed non-administrative, enormously complex tasks rapidly, efficiently, and with very high quality - the results of his support whether written or oral, when brought to [redacted] leadership for final disposition or decision were nearly always flawless. To help explain my point, consider two contrasting examples: First, in 2012 [redacted] added a civilian [redacted] employee (bringing the [redacted] front office to [redacted] to help fill-in for the frequent absences of our [redacted] Office Administrator, who started to [redacted]. Unfortunately, adding this new employee did not result in more efficiency or decrease the workload for others. Instead, even after training and continual supervision, the [redacted] inexperience, mistakes, and missed assignments, took constant attention and rework by much higher graded people. My second example is my current [redacted] staff which is currently new and inexperienced. As a result numerous [redacted] related actions are tasked out inefficiently, and I cannot be certain the final results are correct, which even now causes me or my deputy to personally and thoroughly check work products.

c. My third response is that any calculation of overcharging should also include the comparative efficiency of the [redacted] front office, specifically [redacted] contractor usage, under my leadership. In particular, I managed a combined [redacted] with a front office [redacted] staff of [redacted] - consisting of myself, [redacted] (including [redacted]). This staff filled all available desks, in the [redacted] and constituted my entire [redacted] front office. Please compare with two other [redacted] front offices (Note: my numbers can be readily verified). First, compare the [redacted] in FY12 with a front office staff of [redacted]. Second, compare the [redacted] in Aug 13 (when I left [redacted] to move to this new [redacted], with a front office staff of [redacted]. I cite these two examples and highlight the overall efficiency of [redacted] deliberately multi-tasked, front office contractors because, if [redacted] had in fact spread the work over more contractors, to include an [redacted] contractor to perform the so-called Management Support/administrative tasks instead of [redacted] your investigation would then have found that [redacted] spent no time on these supposed administrative tasks. However, the overall cost to the government for these additional contractors would have been far higher.

In summary, I ask you to reconsider preliminary findings which rely exclusively on subjective judgment in areas of acquisition law that are nebulous, open to subjective interpretation, and where even expert opinions often diverge/disagree. These preliminary findings seem to rest wholly on OIG judgment versus mine.

I know in my heart that I did not violate these laws, and have taken positive steps to ensure no one could ever misinterpret my interactions with contractors again. These potentially ruinous findings should require violations of written rules and standards and call for a far more objective body of evidence before they are made against me. Otherwise, I feel I am singled out unfairly, while many others are much closer than I to crossing this fuzzy boundary line of personal services and inherently government functions.

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Contract Excerpts

(b) (3) - P.L. 86-36  
(b) (4)



**From:** [redacted]  
**Sent:** Wednesday, June 25, 2014 10:03 AM  
**To:** [redacted]  
**Subject:** (U) Results of OIG Inquiry

Classification: UNCLASSIFIED//~~FOR OFFICIAL USE ONLY~~

(b) (3) - P.L. 86-36  
(b) (6)

(U) [redacted]

(U//~~FOUO~~) This is to notify you of the tentative conclusions reached in the OIG inquiry into an allegation that you misused a contractor [redacted] to perform personal services and inherently governmental functions. In accordance with the investigative process, we are affording you the opportunity to comment on the tentative conclusions and/or offer additional information before we close our inquiry. Your comments will be given full consideration in reaching our final conclusions.

(U//~~FOUO~~) The contract under which [redacted] performed his work was not an authorized personal services contract, although it included Management Support. However, the [redacted] Technical Task Order (TTO) to which [redacted] was assigned did not include provision of general Management Support as an allowable activity. The investigation disclosed that [redacted] a high level [redacted] for whose services the Agency paid a costly [redacted]

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(b) (2)

[redacted] spent approximately 20% of his duty time performing administrative tasks outside the scope of the [redacted] described in his labor category. Because these administrative tasks, many of which were performed with your knowledge or at your specific request, should have been performed by a contractor at a lower labor rate, the Agency was overcharged for their performance. Further, because the administrative tasks performed by [redacted] fell under Management Support, they also exceeded the scope of the TTO.

(U//FOUO) We also found that based on the totality of the circumstances, you misused [redacted] to perform inherently governmental functions; for example, [redacted] attended [redacted] meetings on your behalf and used his discretion in determining what information to report back to you and [redacted] leadership, revised an [redacted] [redacted] and developed [redacted] workplace processes standard operating procedures. You trusted [redacted] who was given great authority and discretion as a result. [redacted] duties and read access to your email account also gave him potential access to sensitive Government information. Finally, individuals without full knowledge of the facts could reasonably have assumed [redacted] to be a Government employee. Although [redacted] did not ultimately make decisions on behalf of the Government, many decisions made by Government officials were based solely on information and recommendations [redacted] provided. Although the investigation found insufficient evidence to conclude that [redacted] performed personal services, given the totality of the circumstances, his duties approached being in that category.

(U//FOUO) The preponderance of the evidence supports the conclusion that you tasked [redacted] to perform work that was outside his labor category and exceeded the scope of the relevant TTO, thereby creating the potential for an unauthorized commitment, as defined by the Federal Acquisition Regulation (FAR), Part 1. The preponderance of the evidence also supports the conclusion that you tasked [redacted] to perform inherently governmental functions, in violation of the FAR, Part 7, and NSA/CSS Policy 1-39.

(U//FOUO) We request your comments by close of business, 07 July 2014. Once the OIG final conclusions are reached, a report will be issued for appropriate action. If you have any questions, please contact me by email or at the telephone number below.

(U) Thank You,

[redacted] (b) (3) - P.L. 86-36

[redacted]  
Senior Investigator  
Investigations, D14  
Office of the Inspector General  
963-0920s [redacted]

(b) (3) - P.L. 86-36  
(b) (6)

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