UNCLASSIFIED//FOR OFFICIAL USE ONLY

Posted on: February 22, 2000

(U) DIRgram-57: "100 Days of Change"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

Approved for Release by NSA on 11-18-2005, FOIA Case # 47501

(U) Today is the 100th calendar day since we began implementing the recommendations of the internal and external reports. Of the nearly five dozen DIRgrams I've published in the past 14 weeks, the ideas behind about a fifth of them didn't come from either report. They came from you, in the hundreds of e-mails you sent to me and the ENLIGHTEN postings you made. Partly because of your suggestions, and partly because some of the changes I wanted to begin in the first place still aren't quite ready to go, I'm going to keep putting out daily DIRgrams for two or three more weeks. Two of the biggest things still before us are:

- (U) getting our information technology infrastructure squared away, and

- (U) rolling out our business plan for 2000-2001 (particularly the major investments and operational shifts we're going to make, and the things we're ready to reduce or cut to pay for them).

(U) In some respects, I believe the most important change of all has already occurred: you and I are communicating freely, frequently, and clearly. These DIRgrams and your responses represent a tremendous change in the way information travels between us. Open communication is one of the most valuable things we can do to keep all of us moving forward together. Please keep writing.

(U) I promised you we would be unrelenting in changing NSA and CSS, and that what we begin, we will finish. I challenge those of you who have been "watching" our transformation so far to become active doers. To be sure this is more than words, I have commissioned an outreach effort directly to each of our first-level supervisors. We're doing it to ensure that all of our supervisors have a common understanding of my intent for our transformation, and that each has a good chance to discuss it with peers and provide me with fresh feedback and ideas. Most importantly, it will equip them to talk clearly with you about your personal role and responsibilities in building and shaping our common future.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

**********REMINDER**********

(U) "15 Minutes" will be broadcast today, Tuesday, at 1000 and 1700, and at 0100 Wednesday morning - Channel 40 at OPS, Channel 21 at FANX, and Channel 15 at CANX. Field stations are to contact their local GIGSTER/JWICS POC to schedule a viewing time. The program will also be available via Audio News Service.

Listing of Past Mailings: 1998 1999 2000 2001 2002 2003 2004 2005
Agency Mass Mailer Home Page

UNCLASSIFIED//FOR OFFICIAL USE ONLY