DOCID: 3986754

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DIRECTOR

28 March 2000

TO: DCI DDCI

SUBJECT: (U) Report of the NSA Information Technology Infrastructure

(U//~~FOUO~~) Enclosed is the report of our Independent Industrial Review of the NSA Information Infrastructure. Our CIO for the Support Services Organization chaired the steering committee for the study.

(U//~~FOUO~~) The Independent Industrial Review Team (IIRT) used area specialists from several different companies. Their investigation was based on a large number of interviews and a review of all pertinent documents. Working with their liaison, all of NSA was available for their research.

(U//~~FOUO~~) The single most important observation of the study is the lack of an effective enterprise approach to managing the NSA Information Technology (IT) infrastructure. Almost every ill effect found could be traced to this core problem.

(U//~~FOUO~~) Work has started on the obvious fixes. First, the NSA CIO has identified some of the money to make the immediate fixes to the network we have in place today. Second, we are working to pull together our IT workforce into a single organization arranged along the lines of

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industry best practices. We are getting help from industry to ensure that we are creating an organization that aligns with agreed upon industry best practices. Finally, I am tasking the CIO to work with the Chief Financial Manager to create a sound business management environment for all future IT implementations and modernization.

(U//~~FOUO~~) I will continue to track the actions and develop implementation plans based on the recommendations of the report.

VR,

Mhi

MICHAEL V. HAYDEN
Lieutenant General, USAF

Encl:
a/s

cc: DDCI/CM
EXDIR/CIA
EXDIR/ICA
ADCI/A&P
ADCI/C

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Declassified and approved for release by NSA on 07-24-2012 pursuant to E.O. 13526

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