ASDC3I HOLDS TOWN MEETING (U)

(U) On 2 November, the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASDC3I), the Honorable Emmett Paige, Jr., kicked off a day-long visit to NSA with an address to the work force on the theme, "U.S. Intelligence of the Future." Introducing Mr. Paige as the man "who controls our money," VADM McConnell cited his many accomplishments, starting with enlistment in the U.S. Army at the age of 16 and retirement as a three star general. Following are some highlights from his prepared remarks.

Deployment of Resources and Accountability (U)

(U) Mr. Paige began by paraphrasing two primary challenges facing the Intelligence Community (IC) as put forth by the DCI in a recent speech to the National Press Club (Vol. III, #42). First, we must be effective by deploying our resources against the most pressing security threats in the post-Cold War era. Secondly, we must be accountable by executing our mission in an efficient and responsible manner. Mr. Paige believes NSA is doing an "outstanding" job of deploying its SIGINT and INFOSEC resources against the most critical threats. Today, however, we are no longer confronted by a single preeminent strategic threat, but by multiple threats and requirements ranging from major regional conflicts to proliferation of weapons of mass destruction, terrorism and economic, political, and humanitarian issues around the world. Mr. Paige added that in this changing and stressful environment we must also deal with economic realities and continually challenge ourselves by asking if we are as efficient and responsible as we should be, and most importantly, can we do better! He cited positive changes within the Department of Defense (DoD) resulting from lessons learned from DESERT STORM and actions in Somalia and Haiti, but cautioned that even though change within the IC has been revolutionary and significant, it is "imperative that we change the way we do business and continually search for improvement in our processes."

(FOUO) Mr. Paige also described the expanding role of the Defense Resources Board as a method of more closely examining intelligence capabilities and looking at resources throughout the IC, adding that such reviews will form the basis for important changes in funding, procedures, and organizations. NSA will be a major player as these reviews take a more prominent role in the future.

Support to the Warfighter (U)

(C) Addressing the issue of support to the warfighter, Mr. Paige stated that earlier this year NSA was given expanded responsibility and authority in the acquisition of tactical signals intelligence systems. The change was made to ensure that we have connectivity and interoperability of our national and

tactical intelligence systems and with the supported commands, and that new collection platforms are built according to technical standards and are responsive to our adversaries' technology. As a result of VADM McConnell's establishment of the Tactical SIGINT Program Office to execute this added responsibility, Mr. Paige anticipates significant improvement and successes in the way we bring systems to the battlefield.

(FOUO) In a further move to produce positive change, Mr. Paige recently established the Integrated Product Team (IPT). The IPT's primary goal is to ensure that the full range of command, control, communications, computer, intelligence, surveillance and reconnaissance capabilities are maximized to provide battle space dominance for our warfighters now and in the future. He emphasized that NSA must be involved in this "ambitious but important" effort. If done jointly and responsibly, changes that will be forthcoming from the IPT, such as a common operating environment and a tactical architectural framework, will produce a more capable and efficient IC.

Skill Requirements (U)

(U) On this critical issue, Mr. Paige asserted that many existing skills cannot meet the challenges of our current and future operational needs. He added, however, that NSA's efforts to identify core skills and changes in skills profiles to meet these evolving requirements have set a standard for other defense agencies and intelligence activities to follow. As the IC begins to identify critical skills across the board, it is also examining the training establishment's ability to deliver high quality training in mission areas where newer and improved skills are required. The IC is also seeking innovative ways to combine the capabilities of various agency-operated schools to eliminate duplication.

Diversity (U)

(U) On the issue of diversity, Mr. Paige stated that much progress has been made but much is still left to be done. All must be "given an opportunity to prove ourselves and our worth to our organization, and any person, group, or organization that does not give that opportunity is destined for failure." An individual's intellect, innovation, industry, and education will establish the difference between mediocrity and excellence. Those who demonstrate the desire and develop the skills and abilities for excellence are those who should be recognized and rewarded.

Challenges to the Information Infrastructure (U)

(U) As important as it is to establish an Integrated Information Infrastructure and meet the goals of an open and interoperable computing environment, it is most important that these vital resources be protected and secured. Mr. Paige expressed his concern, however, that our defensive efforts have not been given sufficient priority within the DoD community, as evidenced by the partial funding of recent budget initiatives. Coordination of overall strategies must be improved across the services and in defense agencies, and he stressed the critical need for NSA support to achieve a "buy-in" from the services.

(U) Information Systems Security and Information Warfare (IW) are areas of increased attention and continuing change as technology evolves. Mr. Paige

emphasized the need for NSA to provide the tactical leadership on these issues within DoD and particularly in partnership with industry, as we continue to rely heavily on commercial products. Vulnerabilities to unclassified systems within DoD continue to affect our readiness posture, not only within the DoD infrastructure but also to key elements of our national information infrastructure. To address this issue, a newly formed Defense Science Board Task Force will make recommendations regarding the creation and maintenance of specific aspects of a much needed national IW and defense capability.

Conclusion (U)

(U) Mr. Paige praised NSA for its customer focus and recognition of risk management as "a way of life." He continued, "assuring the timely availability of appropriate security solutions in a rapidly changing technology environment is an extremely critical challenge for all within DoD and the IC, but particularly for the people of NSA." Mr. Paige expressed his confidence in the ability of the NSA work force to protect the nation's security interests, and encouraged all affiliates to "speak up, think broadly, call the shots as you see them," and do everything possible to continue to improve overall quality and productivity.

FIELD CHIEFS CONVENE FOR ANNUAL CONFERENCE (U)

(FOUO) Thirty-nine Field Chiefs and Regional SIGINT Operations Center Commanders met at NSA HQs from 30 October through 3 November for the annual Worldwide Field Chiefs Conference. Each year at the Conference the Chiefs receive updates from Key Components regarding new initiatives and ongoing issues. They also have an opportunity to discuss matters affecting their specific sites and to testify before the GG-14 and GG-15 Promotion Boards.

(FOUO) The week began as Mr. Mark M. Lowenthal, Staff Director of the House Permanent Select Committee on Intelligence (HPSCI), addressed attendees at a breakfast hosted by the Director. By way of introduction, VADM McConnell mentioned that among his numerous achievements Mr. Lowenthal was the 1988 Grand Champion Winner of the quiz show *Jeopardy!* During his presentation, Mr. Lowenthal's lively wit was apparent even though he covered some serious ground. He focused on two themes—the nature of "oversight" and IC-21. With regard to the former he mentioned that Congress does not want surprises. He went on to explain that IC-21 is the HPSCI's initiative to determine what the Intelligence Community does well, what it doesn't do well, and what it should be doing in the 21st Century.

(FOUO) The remainder of the Conference consisted of roundtables, panel discussions, and briefings. Some of the topics included Current Legal Issues, the Promotion Board Process, Satellite INFOSEC, Technical Training in the Field, the Role of the NCR/CSG in Overhead Collection Management, Site Closures and Mission Consolidations, P2/P3 Integration and RSOC, Processing Strategies, MISSI Update, Cryptologic Lessons Learned, and the Impact of E.O. 12958 on Classification.

GIVE THEM A CALL (U)

(U) ATTENTION LANGUAGE PROFESSIONALS! Are you aware of the Center for the Advancement of Language Learning (CALL)? It was created in 1992 as part of an effort to improve the government's foreign language capabilities. CALL's goals are to ensure that language resources are shared and duplication is avoided. If you're curious about the services that the Center provides and how it might benefit you—read on.

(U) CALL provides a vehicle for sharing information; coordinates the development of course materials in less commonly taught languages; serves as a communication link in the federal language community; and sponsors the the development of a unified proficiency testing system for foreign languages in the U.S. Government. Given the fact that the government is by far the country's largest user of foreign language skills, CALL's major players include NSA, the military services, CIA, DIA, State, and the FBI.

(U) CALL has made great strides towards consolidating and locating language resources. Its Resource Center plays a pivotal role in sharing language-related information courseware and technology among federal language users at home and abroad. The Center is not a language laboratory, but a unique clearinghouse for language professionals in government. Resource Center staffers track new language software programs and linguistic tools produced by commercial vendors, academia, and the government and provide demonstrations to visitors. The latter have the opportunity to experiment with these programs and other resources including authoring software for course writers, databases, multilingual font packages, and computer-based translation aids. Technology-based courseware ranges from beginning to advanced language levels and can be used for instructional or self-study purposes. The Resource Center has also begun collecting audio and video authentic materials in less commonly taught languages, such as Persian, Albanian, and Macedonian. These materials are available to Community language users for classroom instruction or maintenance.

(U) Whether you are a language user at Headquarters or at any worldwide field site, CALL's Resource Center can help meet your needs. Upon request, staffers will conduct in-depth searches to locate language materials or they'll refer you to the right source, including some of the best addresses on the Internet. Through CALL's Home Page, now under development, the federal language community will have a gateway to Internet resources and access to a wealth of language information. NSAer [ ] is currently serving as the Director of the CALL Resource Center; she can be reached on (703) 312-5054. If you'd like to call the Resource Center directly the number is (703) 312-7052. It is open Monday through Friday from 0800 hours to 1700 hours.

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