

The Recon - October 10, 2003

~~SECRET//TK~~

(U) NRO looks back on lessons learned in OIF

(U) The NRO has improved in its support to the warfighter in every discernable area since Desert Storm and war fighters have become dependent on our data. That was the headline of a briefing on NRO's preliminary lessons learned from Operation Iraqi Freedom (OIF) given by Brig Gen Irving Halter, the Deputy Director for Military Support at Westfields on Oct. 3. The briefing was based on 61-page report researched and written by the NRO Iraqi Freedom Working Group entitled Operation Iraqi Freedom Lessons Learned Report. The group was headed by DDMS and staffed by NRO directorates, offices, mission ground stations, Liaison Officers, Technical Support Representatives, NIMA and NSA. They were tasked by the DNRO to solicit information on OIF from across the organization in order to draft a lessons learned report.

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(U) The report is a living document that states the facts surrounding OIF as NRO currently understands them to be. "What I say here has not been taken to the senior mission partner level," said BGen Halter. "We don't know if the lessons are the gospel truth because we do not have feedback from the mission partners yet."

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~~(S)~~ BGen Halter ended the briefing by outlining several conclusions on the lessons identified. [redacted]

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(U) BGen Halter expects to deliver a similar briefing to mission partners, the military services and combat commands later this year to solicit their comments and suggestions for inclusion in the final lesson learned report. The final report is due out no later than Mar. 2004.

~~(U//FOUO)~~ To receive a videotaped copy of BGen Halter's entire briefing, please contact [redacted] at [redacted]. For more information about the Lessons Learned Report, contact [redacted] the Iraqi Working Group (IZWG) Chair [redacted].

(b)(3)

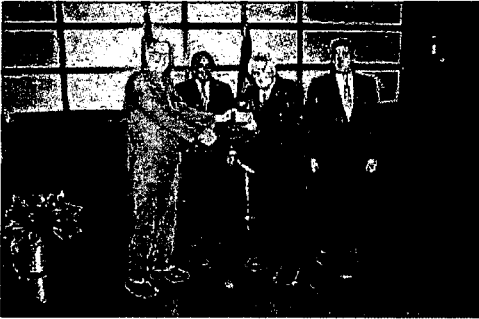
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The Recon - October 10, 2003**UNCLASSIFIED.****(U) DCI addresses NRO Pioneers at Pioneer Ceremony**

Mr. Teets and Mr. Tenet



Mr. Tenet provides keynote at Pioneer Ceremony



Mr. Teets, Mr. Tenet, Pioneer Carl Ferdensi and Mr. Fitzgerald



Pioneer Class 2003 (l-r); Mrs. Charles Tevis, Col David Raspet, Mr. Teets, Mr. Carl Ferdensi and Dr. James Stoner

(U) At an induction ceremony on Sept. 23, USecAF Peter B. Teets and DCI George J. Tenet welcomed the 2003 National Reconnaissance Pioneers Carl Ferdensi, Jr., Col David Raspet (USAF), Dr. James Stoner and Charles C. Tevis (deceased) into NRO's Pioneer Hall.

(U) "The four men we honor, have made our country stronger, smarter and safer. They faced challenges and overcame them. They saw limits of our capabilities and advance them. When your task is to give America eyes and ears in space, a hostile, unforgiving environment, you are no stranger to daring or risk. Each system, each launch, is a major undertaking, not only in cost but in promise," said the DCI in his keynote address to the Pioneers.

(U) Mr. Tenet continued to state that, "As a nation, we are doing the difficult things that our strength, our position of leadership, and most of all our values demand. For the security of our own people, and in hopes of bringing security to others. Our Pioneers stand for all Americans who do great and noble work in space - scientists, engineers and mathematicians. The leaders who innovate, always asking more of technology and of themselves. Showing in ways great and small what free men and women will do to save their liberty. You are the best of the best."

(U) Reaction from one Pioneer to these any many other such comments regarding the Pioneers' great achievements was one of humility. "I am but a symbol of the hundreds of outstanding people that I have worked with over the years at the NRO," said Dr. Stoner.

(U) The citations for the honorees can be viewed in the Sept. 23, 2003 edition of the Recon.

(U) To see additional photos of the Pioneer Recognition Ceremony, visit the RECON Photo Album.

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(U) DNRO names Pamela Tennyson as new DDA

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(U) Earlier this week, DNRO Peter Teets announced that Pamela S. Tennyson will be the new Deputy Director for Administration, (DDA). Ms. Tennyson

She has served in a variety of leadership and management roles at both CIA Headquarters and abroad. In previous agency assignments, she worked as a Contracting Officer; Planning Officer on the Executive Director's staff; and Chief of Staff to the Agency Procurement Executive.

(U) "Coming into this position and standing up the new DDA and its blended functions is a wonderful and exciting challenge for me," said the 20-year CIA career veteran. "NRO is a fabled organization. Its people are a little larger than life. I have an enormous amount of respect for those doing the work. The NRO has such a critical mission now more than ever. In the role of the DDA, supporting that effort becomes very important."

(U) The DDA is a newly created directorate that resulted from the most recent reorganization of the NRO. The directorate encompasses the Executive Secretariat, the offices of Management Support, Human Resources, Security, Counterintelligence, Policy, Corporate Communications, Protocol and the Grievance Officer.

(U) Ms. Tennyson is scheduled to take office on Oct. 27.

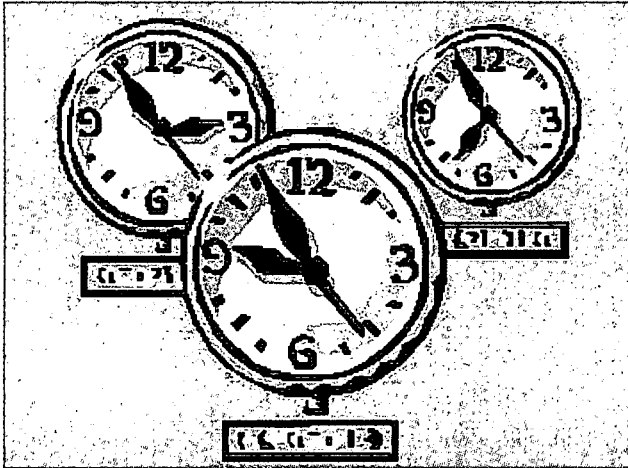
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Deputy Director Administration
Ms. Tennyson
Executive Secretariat MS&O
Office of Human Resources
Office of Security Counterintelligence
Office of Corporate Communications
Protocol
Grievance Officer
Office of Policy (incl. Office of History)

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(U) Clock is starting to run on Director's Circle & Sentinel Award nominations



*(U) On Oct. 1 the NRO began its annual nomination exercise for the Director's Circle and Sentinel Awards. Nominations are due to OHR/Awards and Recognition Team by **COB Oct.31**. The NRO Awards Program Handbook and nomination form, NP Form 12-30, have been revised and are available on the OHR website. Some key points on the nomination process for these awards:*

- (U) The Director's Circle Award will be presented to approximately 2% of the military and civilian workforce. Allocations have been distributed to each Directorate and Office. Additional nominations, often referred to as wild cards, may be submitted and will be considered pending unutilized allocations.

- (U) The Sentinel Award will be presented to approximately 35% of the civilian (non-SIS/SES) workforce. Recognizing approximately 35% of the government civilian workforce represents a significant change from the almost 90% recognized last year by the Annual Performance Award (APA). Best

practices suggest that recognizing about 35% provides a significant level of recognition while maintaining a high degree of selectivity.

- (U) Allocations for Sentinel Awards have been distributed to each Directorate and Office, which reflect the following distribution:

- o 3% of the civilian workforce will receive \$5,000 awards;
- o 15% of the civilian workforce will receive \$2,000 awards;
- o 20% of the civilian workforce will receive \$1,000 awards.

Ds & Os have also received information regarding their award budgets for Innovation & Achievement Awards and Non-monetary awards.

- (U) Managers are no longer required to complete nomination forms for all eligible employees; managers should only complete a NP Form 12-30 for those employees recommended to receive a Sentinel Award or Director's Circle Award.

- (U) Ds & Os will not receive a list of eligible employees. Award budgets and allocations were previously based on the number of employees within each Directorate/Office, requiring the development and review of lists of eligible employees. In an effort to facilitate and streamline this process, awards budgets and allocations are now based on authorized positions. Information on eligibility is included in the NRO Awards handbook.

- (U) The NRO Awards Program Handbook has been redesigned and is available on the OHR's web page. Users are advised not to print out the handbook as changes and updates are expected and will be listed on the cover. The handbook now includes a table of contents with links to the page selected. Each award is presented in the same format including information on the purpose of the award, who is eligible, the award criteria, what is awarded, the nomination processes, who has approval authority and any special notes.

- (U) NP Form 12-30 has also been revised and is available on the OHR web page and in FormFlow. Managers are asked to use this form to nominate employees for all awards with the exception of military employees for Joint Decorations and suggestion awards and all Intelligence Community Awards.

(U) If you have questions about the NRO Awards Program policies and procedures, contact your immediate supervisor, visit the OHR website, or call the OHR/Awards & Recognition Team at (b)(3)

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The Recon - October 10, 2003**~~UNCLASSIFIED//FOUO.~~****(U) Westfields Emergency Exercise set for week of Oct. 20-24**

(U) An Emergency Preparedness exercise is scheduled for the week of **Oct. 20-24** at Westfields. This exercise is being performed in conjunction with the NRO Contingency Advisory Panel (NCAP) exercise and will include participation of the Crisis Management Team (CMT) and the Crisis Board of Directors (CBoD). The duration of the exercise's impact on the workforce will be approximately 20 minutes. The specific time and date of the exercise will not be announced in advance.

(U) The Emergency Broadcast System (EBS) and/or the GWAN Flash message system will alert all personnel to start of the exercise at Westfields. When the alert is given, personnel should Stop what they are doing, Listen to the EBS instructions, and/or Read the flash message, and Follow Instructions. At the end of the exercise, as with an actual emergency, the "All Clear" signal will be given and normal duties can be resumed.

(U) In some situations it may be safer for personnel to stay inside the building instead of evacuating. Emergency managers have additional protective actions that are precursors or alternatives to evacuation: sheltering-in-place and internal relocation. During the exercise, particular groups of personnel will be instructed to do one or the other. Therefore is it vital to pay close attention to the alert systems.

(U) An internal relocation can be used to quickly move all personnel or specific groups within a facility to a safer part of the building. If the part of the facility you are in is instructed to relocate and if time permits, you should take the following steps:

- Lock your workstation(s),
- Pack your personal belongings such as keys, medications and seasonal clothing,
- Relocate to the safe location as instructed,
- Do not set the suite alarms when you depart your work area.

(U) Sheltering-in-place can be used when restricting or stopping all foot traffic in the vicinity of an incident can protect people. An incident where this may be used might include a tornado, a hostage situation or suspicious vehicles in or near the facility. If the part of the facility that you are in is instructed to shelter-in-place, you should:

- Close your window blinds,
- Stay away from windows,
- Prepare to evacuate, and
- Wait for further instruction.

(U) Emergency response actions may change as the situation changes. Therefore it's very important to pay close attention to emergency announcements and heed the instructions. You should always be prepared to evacuate the building and even the compound as soon as you are alerted.

(U) Previous exercises have provided valuable lessons learned that have been worked into NRO emergency management planning to include the upcoming exercise. Based on the feedback provided by NRO personnel, the interruption of the business day will be kept to a minimum and personnel should hear and see more communications from emergency personnel.

~~(U//FOUO)~~ Preparedness at work includes reviewing your personal emergency preparedness plans. This includes knowing how you will contact your loved ones during and after an incident, updating your emergency contact list, and ensuring your personal disaster kit is ready for your immediate use at home. If you need additional information about emergency preparedness at work or at home, please go to the Security Status/Emergency Preparedness link on the front page of the Byeway.

(U) Emergency preparedness exercises were important long before Sep. 11, 2001, the recent power outage, and Hurricane Isabel. These real-life incidents and emergencies reinforce the value that exercises have in ensuring that emergency managers at the NRO can deliver on their primary function to protect all personnel. If you have any questions, please contact MS&O Security at extension

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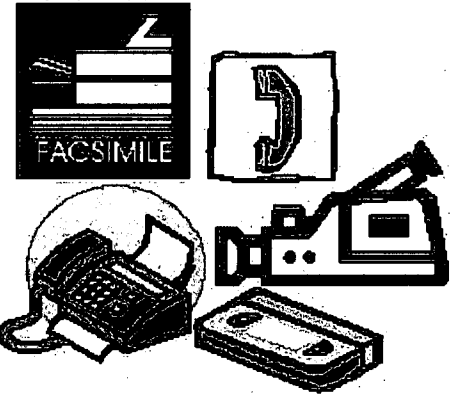
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(U) Take COMM survey to improve NRO communication tools

(U) What do phones, pager, STUs, video-teleconferencing, streaming video, Information Work Space and IPTV all have in common? They are all communication tools at NRO. To voice your opinion about the value of these tools and how they can be improved, take the online MultiMedia Customer Survey, sponsored by COMM's MultiMedia Program Office. Participation by all is very important. The information provided will help COMM determine the organization's use and satisfaction with these tools as it seeks to implement many upgrades to these systems. So, voice your opinion today! The five question survey will run from **Oct. 14 - 23**.

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The Recon - October 10, 2003**UNCLASSIFIED.****(U) Ex- CIA Master of Disguise speaks at Westfields Oct. 23**

(U) In honor of National Disabilities Awareness Month, the Office of Equal Employment Opportunities/Military Affairs has invited former CIA master of disguise turned anaplastologist **Mr. Robert R. Barron** to speak at NRO Westfields on **Thurs., Oct. 23** at 11 am in the Jimmie D. Hill Auditorium. As an anaplastologist, Mr. Barron creates state of the art prosthetic ears, eyes, noses and even whole faces for people suffering from birth defects, accidents and illnesses.

(U) After an honorable discharge from the military, Mr. Barron worked as a civilian for the Pentagon as an illustrator and art director for two Navy publications. While he enjoyed his work, he did not enjoy the daily long walks from the Pentagon's parking lot to the building. As a result, he forged a parking permit that allowed him to park closer. After a disgruntled employee turned him in, he appeared in court to pay a fine for the forged permit. The judge was so impressed with the forgery that he sent it to a friend with ties to the CIA. The CIA eventually contacted and recruited Mr. Barron to work for the agency.

(U) During his tenure with the CIA, Mr. Barron recreated a range of documents. As the Senior Disguise Specialist, [REDACTED]

[REDACTED] oversaw CIA's disguise work throughout the world. In 1993, after 24 years of service with the agency, Mr. Barron retired from the CIA and was awarded by then director James Woosley awarded with the Career Intelligence Medal. (b)(3)

(U) Mr. Barron is a graduate of Southern Illinois University and ex-Marine who served during the Viet Nam War. He has been featured on ABC's *Primetime* and in the *Reader's Digest*.

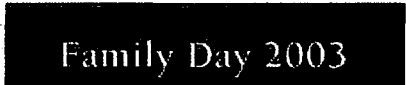
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(U) Space is the Place for NRO's Family Day Oct 18

(U) All permanent badged NRO employees and their families are invited to attend NRO's annual Family Day on **Sat., Oct. 18** from **9 a.m. to 1 p.m.** Family Day is a unique opportunity for employees to bring their families onto the Westfields compound and familiarize them with their work and the role of the NRO.



(U) There are several fun and exciting events scheduled throughout the day. There will be a welcome address given by Mr. Fitzgerald in the auditorium. During this time the NRO Honor Guard will present the colors and the National Anthem will be sung by 9-year-old Chiara Enriquez. There will also be a Director's Demonstration Tool presentation.



(U) In the **Children's Room** there will be - arts/crafts - an Astronaut Picture Session (10-12:00) - balloon animals - ID buttons - face painting - a Harry Potter Wheel - an Inspector Gadget puzzle - and NROjr.com coloring contest.

SATURDAY, OCTOBER 18
9:00 AM-1:00 PM

(U) For the adults, there is the must-see AS&T Futures Lab and a K-9 demonstration. There will also be a performance by the NRO Universal Choir in cafeteria.

(U) Guests can also enjoy lunch in the cafeteria. On the menu will be pizza, hot dogs, chicken fingers, tater tots, pasta salad, and ice cream. Tickets for lunch are will be on sale in cafeteria from **Oct. 10-16**. Adult ticket prices are \$5 in advance and \$7 at the door. Children ages 4-7 are \$3 in advance and \$5 at the door. Children 3 & under eat free!

(U) There will also be **door prizes** given away. This year's door prizes are a \$100 gift certificate to the Cheesecake Factory; a flag flown over the Capitol; a week at the 2004 Federation of Galaxy Explorer's Space Day Camp and a children's *Big Book World Atlas*.

(U) Read Guidelines and ensure NRO suites are sanitized prior to uncleared families entering.

(U) For more information, contact at or a

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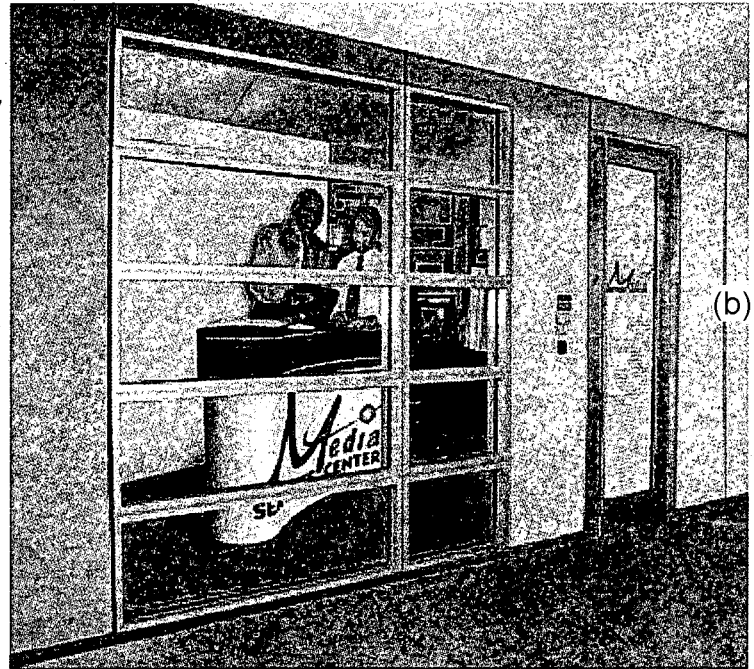
(U) Media Service Center provides more than just videos

(U) In case you haven't heard, the Visual Design Center and the Digital Production Center have recently merged to become the **Media Services Center (MSC)**. This was done to enhance and streamline media production support for the entire NRO with primary focus on the customer. MSC is confident that customers will find the new support approach to be responsive to NRO's needs. MSC pledges to deliver timely products of excellent quality.

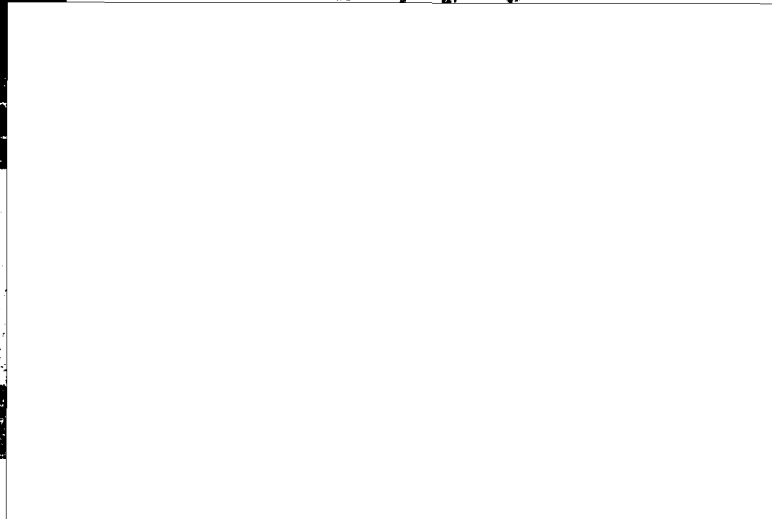
(U) "Our mission is to provide the highest quality media product to the NRO at large in a timely manner," said MSC Chief, [REDACTED]. By creating a one-stop shopping environment, MSC hopes to provide easier access to NRO Westfields media customer.

(U) For any type of media support - brochures, posters, video production, replication, pamphlets, photography, presentations, exhibits, engraving, multimedia and more - please contact a MSC Customer Service Representative located at Westfields in the former Visual Design Center in 3GD21 or call [REDACTED]. MSC can also be reached via e-mail. Its e-mail address is Media Services Center.

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The Recon - October 10, 2003**UNCLASSIFIED.****(U) DNRO defies Isabel to attend OIG Offsite**

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(U) Neither rain, nor wind, nor flood, nor Hurricane Isabel could thwart DNRO Peter Teets from speaking at the Office of Inspector General's (OIG) annual two-day offsite at [redacted] on Sept. 17-18. Having received word late the day before (b)(3) the Federal government would shut down in Isabel's advance, the DNRO's visit remained uncertain. Despite the Federal government closure, the DNRO still planned to make the trek. At promptly 8 a.m. on Thursday morning, just as Isabel began her ominous trek north, the DNRO arrived poised and steadfast and did not disappoint.

(U) "The mission and goals of the OIG need to be aligned with the values of the organization," he told the assemblage. "The OIG is a valued, important part of the organization-and that organization has a noble purpose!" The DNRO adamantly supported the maintenance of a strong ethical posture. "A strong ethics program needs to emanate from the top. When we have a violation, we need to show that we will not tolerate that sort of behavior. Similarly, we need to reward those who have good programs in place," said the DNRO.

(U) The DNRO shared with the OIG some of his most recent challenges while serving as Director. Most notably, he remains frustrated with the interface among bureaucratic entities, which albeit are critical, can move at a dauntingly slow pace. He also expressed concern about maintaining adequate management reserve within NRO programs. "We must have discretionary resources that are directly tailored to perceived risks in programs," said Mr. Teets.

(U) The DNRO expressed his belief that the NRO is "a very responsive, responsible, and creative organization" that should be "reaching out to companies that are on the leading edge of break-through technologies."

(U) Specifically addressing the OIG, the DNRO noted that he is looking to the OIG for assistance with the following issues:

- *The adequacy of NRO's Information Assurance: The NRO's Chief Information Officer (CIO) needs the full attention of all the Directorates. Through horizontal integration, the DNRO wants the NRO to be better connected. He would like to know what role the OIG can have in assisting the CIO in protecting our information and making our networks more secure.*

- *NRO Value Sets: The DNRO believes that the NRO has an excellent set of values-and that we have a good mission statement. However, he wonders if people really think about these value sets. He would like to know if the NRO is successfully promoting these values within the organization and if the organization is rewarding people who do this. He will look to the OIG to assist him in assessing the extent to which NRO core values are integrated in mission execution.*

(U) Following his presentation, the IG presented the Director with an IG coin and thanked him for coming out despite Hurricane Isabel's impending wrath. The DNRO remarked that he was heading back to Westfields for just another day at the office; however, he admitted that he planned to remain "tie-less" in honor of the stormy event.

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(U) NRO speaks out loud & clear on the . . .

Plan of the Day

(U) In the last edition of the *Recon* we asked, **Should the NRO keep the Plan of the Day? Why or why not?** Of the 66 people who responded, 47 voted to keep it while just 19 people said that the NRO should get rid of it.

(U) Those who voted to keep it described the Plan of the Day (POD) being fun and a great way to start the day off right. **"I enjoy it very much. It is inspirational to me . . . Life here would be considerably drier without it,"** wrote a respondent. Another respondent wrote, **"Its a great source of information [and it provides] some fun stuff to read."**

(U) Many also said that the POD helped them to keep up with the happenings around the organization through its calendar feature. **"Its a good central place to find out what is happening the current day as well as weeks ahead,"** wrote one respondent. **"The most useful feature of the POD in my opinion is the calendar feature. Its nice to see what going on in the HQs area,"** wrote another respondent. Several other respondents even suggested that the calendar feature be upgraded. **"I think it needs to be enhanced even further. The POD has the ability to communicate information to the NRO in a much more structured format than what is currently available in the NRO Announcements. POD should be adopted as a standard,"** said one respondent.

(U) Unsurprisingly, the biggest part of the POD's appeal is its trivia feature. **"It always brighten my day to see the answers to the trivia question,"** said one respondent. Another respondent wrote, **"I greatly enjoy getting the Plan of the Day. I have often found out about NRO events the day of the occasion. I also enjoy the fun trivia questions and historical notes. Please keep it!"** Yet another wrote, **b>"Its nice to have a little bit of NRO-related information, as well as date trivia and a provoking quote every morning."**

(U) The relative few who voted against the POD did so because they opined that the POD is duplicative of the information posted on the announcements page. **"NO, do not keep [the POD]! The parts I enjoy are the Quote of the Day and the Early Bird. The rest of it is useless. The Daily Announcements are much more all inclusive. Please KEEP the Daily Announcements. Thanks for asking!"** wrote one respondent. Another wrote, **"[The POD] repeats the Announcements sent out. The trivia gets silly."** Someone else wrote, **"Its wasted space on mission critical computers. Its TOO MUCH INFO/GARBAGE, unnecessary to complete our mission."**

(U) All of the comments were very insightful and helpful. The *Recon* greatly appreciates the participation of all who took part in this informal questionnaire. These comments and suggestions will be taken under consideration by the organization as it seeks to upgrade and modify NRO online tools.

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~~UNCLASSIFIED//FOUO.~~

(U) Tickets now available for NRO Fall Ball

(U) Bring in the fall season by dancing the night away at the NRO Fall Ball on **Fri., Nov. 14** at the **Sheraton Premier Hotel** in Tyson's Corner, Virginia. All NRO personnel and guests are invited to attend.

(U) Tickets are priced on a graduated scale dependent upon the base pay of hosting NRO personnel. Ticket prices are as follows:

- \$40K & below \$ 35.00
- \$41 - 55K \$ 50.00
- \$56-75K \$ 60.00
- \$76K & above \$ 70.00

~~(U//FOUO)~~ To purchase a ticket, please contact a directorate level point of contact. The directorate point of contacts are as follows:

SIGINT [redacted] (Tower 4) [redacted]
[redacted] (Tower 4) [redacted]

DDSE [redacted]

DDA [redacted]

ASST [redacted] (Tower 1) [redacted]

DDMS [redacted] (Tower 4) [redacted]
[redacted] (Tower 3) [redacted]
[redacted] (MW-1) [redacted]

IMINT [redacted] (Tower 2) [redacted]
[redacted] Tower 2 [redacted]

COMM [redacted] (Tower 3) [redacted]

~~UNCLASSIFIED//FOUO.~~

NATIONAL RECONNAISSANCE OFFICE

FALL BALL

FRIDAY, 14 NOVEMBER 2003
SHERATON PREMIER HOTEL / TYSONS CORNER, VIRGINIA

1900 COCKTAILS
2000 DINNER
Filet Mignon and Chicken
Vegetables/Torato
Coffee/Tea/Dessert

Cash bar during cocktails and dancing

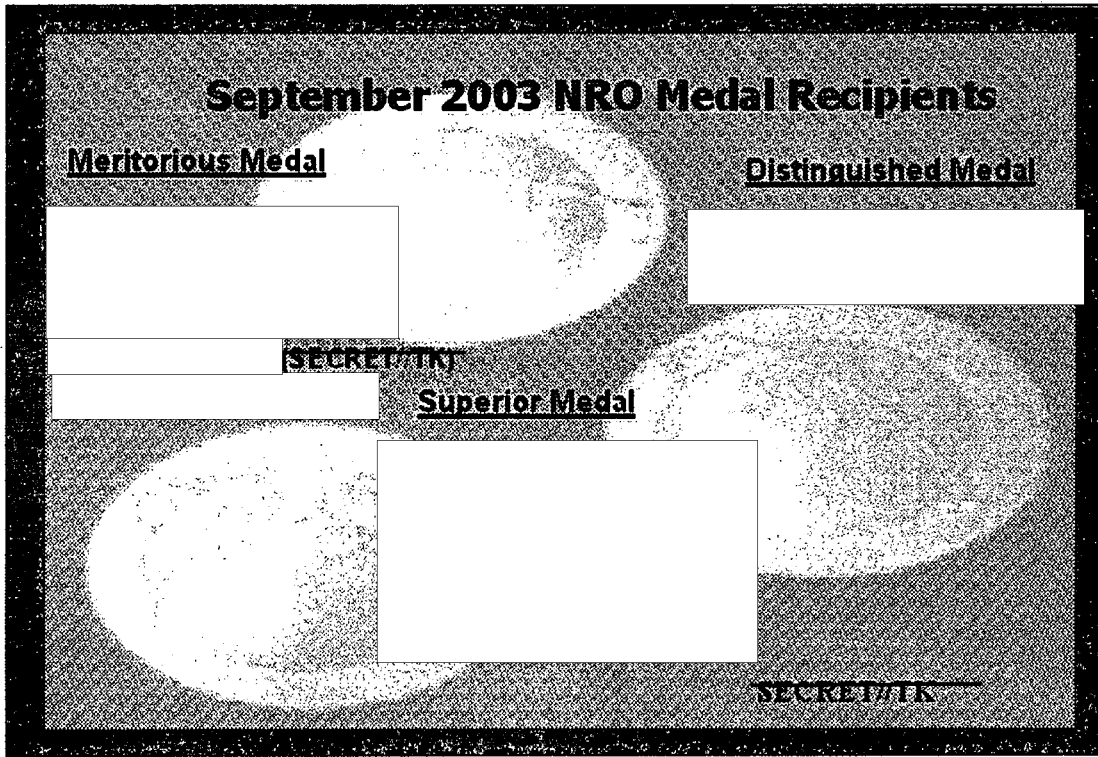
ATTIRE
CIVILIANS
Black Tie
OFFICERS
Formal Military Attire
ENLISTED
Formal or Semi-Formal Military Attire

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(U) September Medal Recipients



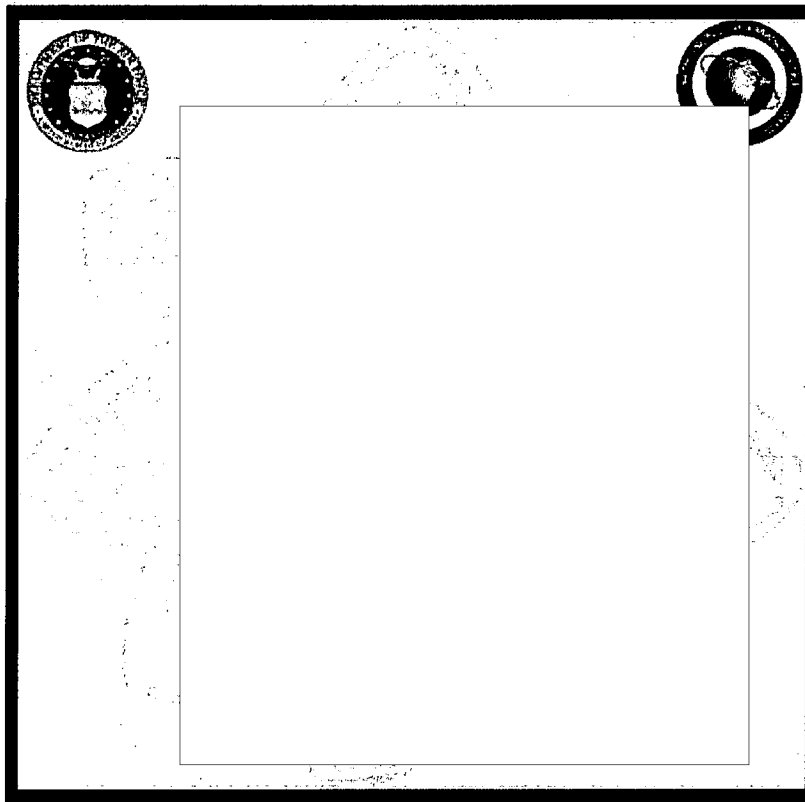
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(U) Congratulations to Lieutenant Colonel Selectees



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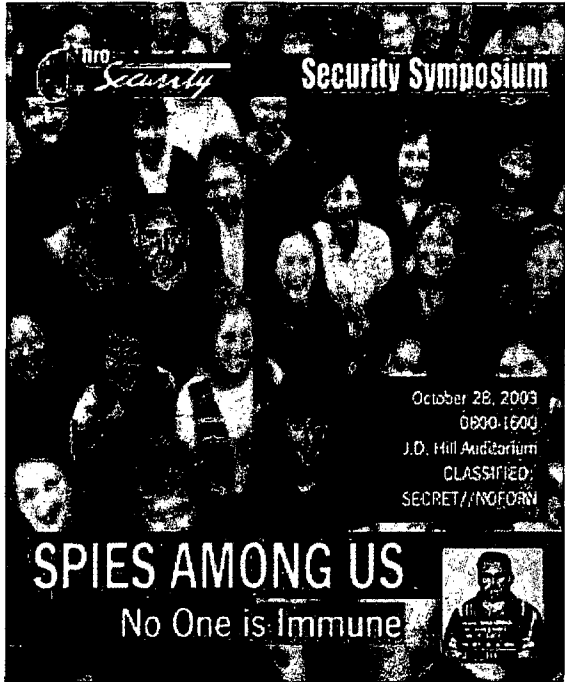
(U) Mr. Teets is pleased to announce the above individuals as selectees for promotion to the rank of Lieutenant Colonel.

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~~UNCLASSIFIED//FOUO~~

(U) Security presents Spies Among Us: No One is Immune



(U) The NRO Security Office will present a Security Awareness Symposium on Tues., Oct. 28 from 8 a.m. to 4 p.m. in Jimmie D. Hill Auditorium entitled **Spies Among Us: No One is Immune**. All NRO personnel are invited to attend.

(U) Several speakers will deliver presentations throughout the day. A detailed agenda will be forthcoming. Watch the Byeway for details. A

(U) The presentations are open to NRO personnel and the briefing classification is **SECRET//NOFORN**

~~(U//FOUO)~~ For more information, please contact at (b)(3)

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(U) NRO Census coming soon

(U) The Office of Human Resources (OHR) will be conducting a worldwide census of the NRO population. The purpose of the census is to get accurate personnel data for multipurposes. A Director's Note and instructions to take the census will be provided in the near future.



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The Recon - October 10, 2003~~UNCLASSIFIED//FOUO~~**(U) NRO IG Investigator receives medal from US Attorney**

~~(U//FOUO)~~ [redacted] received a Distinguished Medal (see listing in September Medal Recipients pg.3) for serving as the lead NRO-OIG investigator on the TRW subcontractor kick-back investigation. In a letter from Mr. Paul J. McNulty, the United States Attorney for the Eastern District of Virginia, this case was the largest fraud case ever pursued by the NRO Office of Inspector General, both in terms of the amount of loss incurred (\$1.3 million) and the number of convictions (eight). Mr. McNulty attributed this success in large part to the outstanding efforts of [redacted] (b)(3)

~~(U//FOUO)~~ It is indeed rare for the U.S. Attorney himself to sign out such a letter. This underscores the importance of this case and the high value placed on [redacted] contribution to its success.

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The Recon - October 10, 2003

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(U) Navy promotions

(U) The following Navy Officers have been promoted effective October 1, 2003.

~~(U//FOUO)~~ Lieutenant Commander (LCDR) [redacted] COMM/OG/CON, was promoted to (b)(3) Commander.

~~(U//FOUO)~~ Chief Warrant Officer 3 (CWO3) [redacted] DDMS/OSO/ENGR/LI, was promoted to Chief Warrant Officer 4.

(U) Congratulations!

~~UNCLASSIFIED//FOUO~~

