

The Recon - December 12, 2003

~~SECRET//TK.~~

(U) DNRO Town Hall reviews NRO successes for 2003



(S//TK) "It's been a good year for the NRO. We are making headway on an important mission," said DNRO Teets [redacted] (b)(1) Town Hall Meeting on Dec. 10. (b)(3)

(U) "It's important to focus on mission successes because in our business, every time we step up to the plate and launch a satellite, it matters and it counts. The job getting done by NRO assets around the world 24/7 can make all of us proud and is making a difference in the war on terrorism," said the DNRO, who on a recent visit to NSA observed how NRO assets contribute to the geolocation of terrorist activity. "So many of the successes this country has had against terrorism are due to NRO assets. I can't say often enough how important mission success is," said Mr. Teets. (b)(1)

(S//TK) Speaking of NRO's success, the director noted that FIA is now making some (b)(3) progress. "I guess we can't talk a lot to the press about FIA, but this is a news maker," said the DNRO of the once under funded and improperly structured program. Earlier this year, the program was [redacted] restructure itself for success and increase its scope.

(S//TK) [redacted]

(S//TK) [redacted]

(U) On Transformational Communication, the DNRO took his hat off to COMM for their work on this "incredibly complex assignment" that will remove bandwidth and access constraints within DoD and the IC. He noted that this will be "a daunting challenge" and "enormously expensive program." (b)(1) (b)(3)

(U) The DNRO noted that there's been a lot of intense activity on Space Based Radar (SBR). Although the NRO has made headway into this area, he admitted that it has been "a tough slog." SBR is the "poster child" for horizontal integration, as it forces DoD war fighters and the IC to work together to find a concept of operations, and define system requirements.

(S) The DNRO also said that the BYEMAN compartment will be retired in an effort to remove barriers that prevent NRO and the IC from working together as a team. "We are trying to work with each other on the SI//TK level to collaborate with other IC agencies as a team more efficiently than in the past," said Mr. Teets. Plans to retire the BYEMAN compartment will be implemented by Fall '04. For more about this issue, see the article below in this edition, entitled DNRO takes steps to retire BYEMAN.

(U//FOUO) To receive a videotaped copy of the Town Hall Meeting, contact [redacted] at [redacted] (b)(3)

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**The Recon - December 12, 2003****~~CONFIDENTIAL.~~****~~(S)~~ DNRO takes steps to retire BYEMAN**

~~(S)~~ DNRO Peter Teets is taking steps to retire NRO's BYEMAN control system as part of an effort to remove barriers and enhance collaboration across the Intelligence Community. A recent NRO Office of Security study found that BYEMAN no longer provides effective need-to-know for future, critical NRO data.

~~(S)~~ Talks among senior leaders at a DCI Leadership Off-site late last month determined that retiring BYEMAN as a control system would streamline information sharing within the community, reduce information technology infrastructure requirements, and eliminate the need for workarounds.

~~(S)~~ Plans are underway to re-compartment/re-classify current BYEMAN information. Sensitive Compartmented Information (SCI) regarding future sources and methods will remain protected using a new control system, to which a limited number of people will be given access.

~~(S)~~ The Office of Security will establish working groups to help revise NRO policies and procedures as they pertain to BYEMAN. Security will coordinate this effort internally from Dec. 2003 until Mar. 2004. The matter will then be coordinated externally with the Community Management Staff and DoD. By May 2004, a plan will be submitted to the DCI and SECDEF for approval and Congress will be notified. Once approved, all NRO people and industry partners will be briefed on the implementation plan and the revisions.

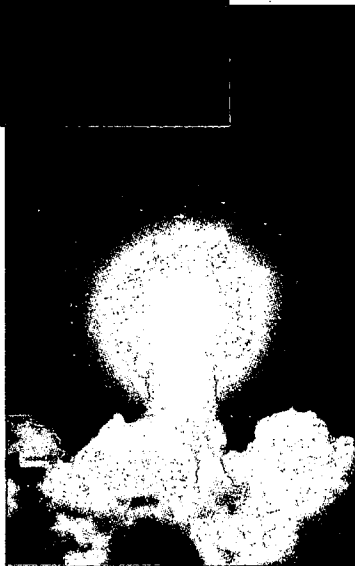
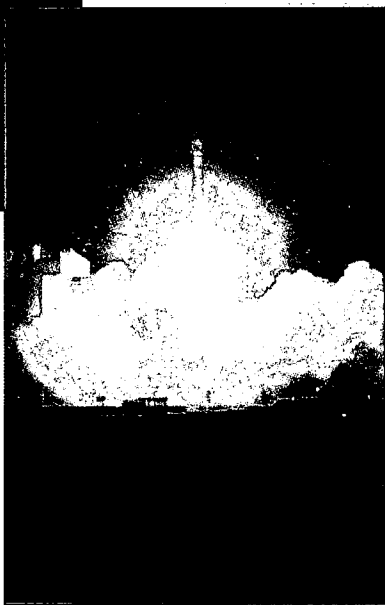
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~~(S//TK)~~ [redacted] launch deemed a success



~~(S//TK)~~ [redacted]

(U) "This launch was a tremendous effort by the Air Force, the NRO, and our industry partners," said Col. Chip Zakrzewski, director of the NRO's Office of Space Launch and mission director for the launch. "It provides the nation's leadership and its warfighters with another tool to help fight the war on terrorism."

(U) The launch occurred from Vandenberg's Space Launch Complex 3 East launch pad. The successful launch marked the final West Coast launch of the Atlas-IIAS rocket. Lockheed Martin will now begin refurbishing SLC 3E to accommodate its next generation Atlas V rocket.

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(U) To see the actual launch as well as videotaped stories on the launch process, visit the Office of Space Launch's website. Click on [NROL-18 Launch Videos](#).

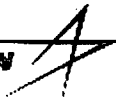
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**(U) AF awards EELV contract to Lockheed Martin**

**LOCKHEED MARTIN**



*(U) Air Force officials announced Tuesday a sole source contract award to Lockheed Martin International Launch Services for the purchase of one Atlas V Evolved Expendable Launch Vehicle (EELV) to launch a National Reconnaissance Office payload from Cape Canaveral Air Force Station, FL, in*

*2006.*

*(U) The Boeing Company was ineligible to compete for this contract. Three Boeing integrated defense business units are currently under suspension from competing for government launch contracts.*

*(U) "This sole source award EELV will launch a critical national security space capability that will provide information this nation's leaders and war fighters so critically need," said Peter B. Teets, Under Secretary of the Air Force and Director, National Reconnaissance Office.*

*(U) The Lockheed Martin Atlas V and Boeing Delta IV are the two families of EELVs developed with the Air Force to modernize and reduce the cost of our nation's space-lift operations while providing the United States with assured access to space.*

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**(U) Congress delays Comp Reform to FY05**

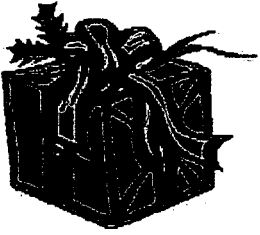
(U) Congress recently passed legislation postponing the agency-wide implementation of Compensation Reform until the passage of the Fiscal Year 2005 authorization bill. Legislation regarding the delay was issued in the Fiscal Year 2004 Intelligence Authorization Act. The Director for Central Intelligence, George Tenet, issued a statement on Nov. 24 expressing his disappointment with this decision. "I am disappointed with Congress' reaction to our proposal, and I remain strongly committed to this effort. We will study the Congress' statutory and report language, determine the impact on the work underway, and calibrate deadlines and milestones accordingly," said the DCI.



~~(U//FOUO)~~ For more information about how this decision will impact Comp Reform's implementation timeline, performance evaluations, and the pilot program, visit the  on the Byeway or log on to

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**The Recon - December 12, 2003****UNCLASSIFIED.****(U) Pres. Bush closes federal government Dec. 26**

(U) An executive order recently signed by President Bush governing the day after Christmas states: "All executive branch departments and agencies of the federal government shall be closed and their employees excused from duty on Friday, Dec. 26, 2003, the day after Christmas Day."

(U) Consistent with NRO leave guidance, NRO employees should follow specific guidance issued by their parent elements on how this will be implemented. The following summarizes guidance issued to date:

(U) **Civilians.** Employees will be excused from their scheduled workday on Dec. 26. For time and attendance purposes, the workday will be treated as a federal holiday.

(U) **Military.** Military members should follow their respective Service's pass/liberty guidance. The Army has authorized a non-duty day on Friday, Dec. 26, 2003, and Friday, Jan. 2, 2004.

(U) **Contractors.** Contractors should contact their contractor organizations or contracting officer's technical representative to obtain specific information about their contract provisions and the holiday schedule applicable to them.

(U) Parent elements may issue further guidance on recording time and attendance.

(U) For more information about this policy, contact —.

**UNCLASSIFIED.**

**The Recon - December 12, 2003****UNCLASSIFIED.****(U) Getting to know DDA Pam Tennyson**

*(U) Recently, the Recon met with NRO's first Deputy Director for Administration Pam Tennyson. As DDA, Ms. Tennyson has the challenge of heading up several formerly independent offices such as Management Support and Operations, Human Resources, Security, Counterintelligence, Policy, Corporate Communications, Protocol, as well as the Grievance Officer and the Executive Secretariat. She shared her views on the DDA and NRO and talked about her corporate values and management style.*

*(U) "I have a deep and abiding respect for NRO's mission and its personnel," said the DDA. "The people who make the mission vital are water walkers and heroes to the average American. We who are privileged to support the scientists and engineers hope that they never have to worry about support, but only about the mission of getting satellites launched to deliver the collection needed by the war fighter and the Intelligence Community."*

*(U) The DDA stated that she operates by four simple guiding principles, which she hopes will be reflected within the DDA. Those values are integrity, collegiality, proficiency and strategic view. "By collegiality, I mean the ability to foster inclusion among NRO personnel," said Ms. Tennyson. "The ways we help each other are the ways we help support the mission. I want to be sure that everyone who participates feels valued and understands that this is an eco-system. We need every part of that system working, healthy and in symbiosis." Valuing all personnel regardless of position is important to Ms. Tennyson. "The NRO is like a tapestry and we each have a thread. Without any of the individual threads, the tapestry is less rich and beautiful." When asked about the meaning of "strategic view," Ms. Tennyson said that it is important to always look ahead and to do what it takes to ensure that the mission remains vital in the future.*

*(U) The DDA is currently working on a charter that will outline the authorities and roles for the directorate. At a recent offsite, the DDA met with office representatives within the directorate to discuss how the DDA fits into the NRO Strategic Plan. "The DNRO asked that we examine the support structure for efficiencies, eliminate redundancies, and look for opportunities to leverage technology to make things run smoothly in a manner befitting a premier organization such as the NRO," said Ms. Tennyson. "We are a service organization for mission managers and I chose to keep my staff lean, by not having a full time deputy. My office heads stand in as needed." The group agreed on these values: Integrity, Collegiality, Proficiency, Strategic view, and Diversity (Respect).*

*(U) When asked about her management philosophy, Ms. Tennyson admitted that she asks a lot of questions due to a voracious appetite for information and a genuine desire to understand what people do. In the end however, all she wants to do is to leave people alone to do their jobs. "They are usually a lot better at their jobs than I am," said the DDA. As a manager, she expects a lot, but not more than what one can deliver. "I believe that employees will always rise to a manager's expectations," said the DDA. "I have always believed that and have rarely been disappointed." When in a position of authority – that is, when one has the ability to influence people's careers and work environment – managers have a far greater responsibility to the workforce than the other way around. Managers have the responsibility to be the best role model possible, to do what they say they are going to do and to care about the welfare of their workforce and the impact a manager's actions will have upon them."*

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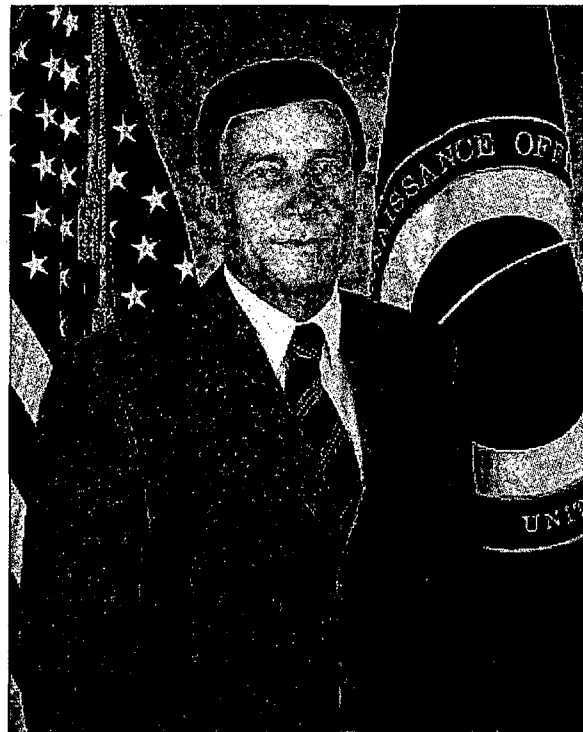


**The Recon - December 12, 2003****UNCLASSIFIED//FOUO.****(U) New AS&T director tackles big challenges at NRO**

(U) Dr. Rustan, the new AS&T director, isn't afraid of tall mountains, both literally and figuratively. Early next year, the former aerospace consultant and avid hiker will travel to Argentina to climb Mt. Aconcagua, a mountain taller than Mount McKinley. So, it is no wonder that the man who has built five experimental spacecraft, and who's been on the cover of Aviation Week, is taking on some of NRO's biggest challenges.

(U) "I am full of passion and courage. I came to the NRO to make a contribution and to do what I feel is right," said Dr. Rustan. This Cuban-born immigrant said that he is committed to the U.S. government because of the "big debt" he owes to this country for taking him in and making him into what he is today. "I will do whatever it takes to bring back the values we cherish that have gotten lost in the way we do business today," said Dr. Rustan.

(U) Although he has been on the job for less than two months, Dr. Rustan is already investigating NRO's Way Ahead architecture and is in the process of devising a plan that will enable NRO to do more with less and maintain mission assurance. "I am convinced there is a better way of doing our business," said Dr. Rustan. Driving efficiencies is what the former program manager for DoD's 1994 Clementine project does best. Under Dr. Rustan's leadership, the Clementine spacecraft that mapped the surface of the moon was built in less than two years for a total cost of \$80 million, using efficient management practices.



~~(U//FOUO)~~ Dr. Rustan is also seeking efficiencies in the area of NRO infrastructure support. "The infrastructure for NRO configuration control boards space documents is excessive. I want to look into these support procedures," said Dr. Rustan, who expressed a similar concern about NRO's system engineering program management process and the amount of time allotted to contractors to design a system before ever delivering a product. "Process without product means nothing. You have to build a little and test a little. There must be a balance," said Dr. Rustan.

~~(U//FOUO)~~ According to Dr. Rustan, balance is also important when it comes to NRO's interaction with and dedication of resources to Systems Engineering and Technical Analysis/Contract Advisory and Assistance Services (SETA/CAAS). He believes that the advice provided by these groups should be more independent and less reliant upon NRO's lead. "SETA/CAAS is becoming too entrenched in the government's thought process, which compromises their advice," said Dr. Rustan, who recently commissioned a small study to evaluate AS&T's work with the Aerospace Corporation and SETA support. AS&T currently spends over 10 percent of its budget on SETA/CAAS support. "If AS&T can spend less for this support, more money can be put towards developing and testing advanced technology," said Dr. Rustan.

~~(U//FOUO)~~ On testing, Dr. Rustan stated that he will only develop and test technology that will address a particular intelligence need. "You can rest assured that every test that I do will always be linked to the ultimate objective of solving a specific intelligence problem," said Dr. Rustan.

(U) Dr. Rustan is also looking for efficiencies within the AS&T structure. When asked if he will reorganize the directorate, Dr. Rustan stated, "I will reorganize when it's clear how I can improve productivity." He is currently evaluating the structure of AS&T's Component Technology, Innovative Concepts, and Applied Groups. He is particularly interested in having personnel within these groups who are assigned to IMINT, COMM, and SIGINT report directly to him.

(U) Much of what this revolutionary visionary seeks to accomplish will admittedly make some uncomfortable. "That's okay because I didn't come here to make people happy," said Dr. Rustan. "I have a vision. God has given everybody something. The trick in life is to find out what you do best and do it. Looking for efficiencies is what I can do best."

(U) "I can't tell you how happy I am that Pete has joined us because he has wonderful ideas," said DNRO Peter Teets. "He's an innovator, a creator and a high energy person. I know he's going to do a great job in AS&T."

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**(U) NRO takes census of government personnel**

(U) The NRO is currently conducting a census within the organization to gather critical government employee data. As a result, government employees across the NRO within the near future will receive an online survey asking them for information about emergency contacts, race and ethnicity, location and phone numbers, academic degrees and acquisition certifications. Personnel within IMINT and COMM were the first groups to receive the census. The census will then progress to each and every directorate and office, throughout January.

(U) The purpose for the census is to verify current data and gather additional information that isn't presently in NRO's corporate database. The data gathered will be used by the DNRO and DDNRO to respond to Congressional, Executive Branch and Intelligence Community taskings. The data will also increase the accuracy of future career impacting decisions. For more information about the census or its deployment schedule, contact your census representative noted below.

- AS&T [redacted] at [redacted]
- BPO [redacted] at [redacted]
- CI [redacted] at [redacted]
- CIO [redacted] at [redacted]
- COMM [redacted] at [redacted]
- Contracts [redacted] at [redacted]
- DDMS [redacted] at [redacted]
- DDNS [redacted] at [redacted]
- DDSE [redacted] at [redacted]
- EEO/ME [redacted] at [redacted]
- IG [redacted] at [redacted]
- IMINT [redacted] at [redacted]
- MS&O [redacted] at [redacted]
- ODIR [redacted] at [redacted]
- [redacted] [redacted] at [redacted]
- OSL [redacted] at [redacted]
- POL [redacted] at [redacted]
- Security [redacted] at [redacted]
- SIGINT [redacted] at [redacted]

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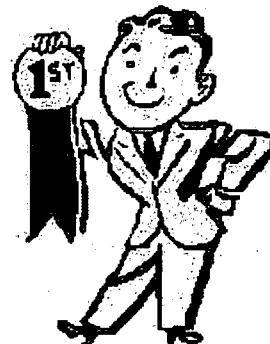
**The Recon - December 12, 2003****UNCLASSIFIED****(U) NRO to announce Director's Circle, Sentinel Awards winners**

(U) Some NRO military and government personnel will have more of a reason to celebrate this holiday season, as managers are now notifying this year's Director's Circle and Sentinel Award winners.

(U) The Director's Circle Award is a non-monetary award presented annually to approximately 2 percent of the combined military and civilian workforce. This award recognizes individuals who in the previous year have made significant contributions that have had an NRO-wide impact and whose outstanding performance reflects the organization's values and goals.

(U) The newly created Sentinel Award is presented annually to about 35 percent of the civilian workforce. This monetary award is designed to recognize those who have made significant contributions to the mission and goals of a D/O and who have performed in accordance with the NRO values.

(U) Recipients of the 2003 Director's Circle Award will be recognized in a ceremony on Dec. 17 in the J.D. Hill Auditorium at 11 a.m. A special edition of the Recon, due out next week, will announce the names the recipients for both awards.

**UNCLASSIFIED**

**The Recon - December 12, 2003****UNCLASSIFIED.****(U) A review of NRO Headquarters inclement weather procedures**

(U) After last weekend's snow, it may be a good time to review the NRO Headquarters Facilities Closure Procedures. Below is an at-a-glance list of facility status terms. When the Headquarters facility is:

(U) **Open**, employees are expected to report to work on time.

(U) **Under delayed arrival**, the NRO will state the number of hours for which non-mission-critical employees may arrive late. (Personnel will not be charged for delayed arrival time. This leave will be characterized as an excused absence.)

(U) **Operating under an unscheduled leave policy**, this means that the NRO will open on time, but non-mission-critical civilian employees and military members may take leave (annual leave, leave without pay (LWOP), and/or previously earned compensatory time off) without the prior approval of their supervisors. Employees must inform their supervisor of their leave plans as soon as practical.

(U) **Operating on a delayed arrival/unscheduled leave policy**, employees may elect either of the provisions described above.

(U) **Closed**, non-mission-critical employees are excused from duty without loss of pay or charge to leave. Employees on leave that has been approved before the closure are also granted excused absence. This does not apply to employees on LWOP, military leave, suspension, or in a non-pay status on the workday before and after the closure.

(U) Contractors working at NRO Headquarters should refer to their company policy and contract for guidance in the event government facilities have amended working hours.

(U) Closures and delays announced by OPM for federal government offices DO NOT apply to NRO Headquarters facilities. NRO-specific announcements will be made by the local radio and television stations and will be placed on the NRO Facility Status Line starting at 5 a.m. Employees may reach the NRO Facility Status Line at  or

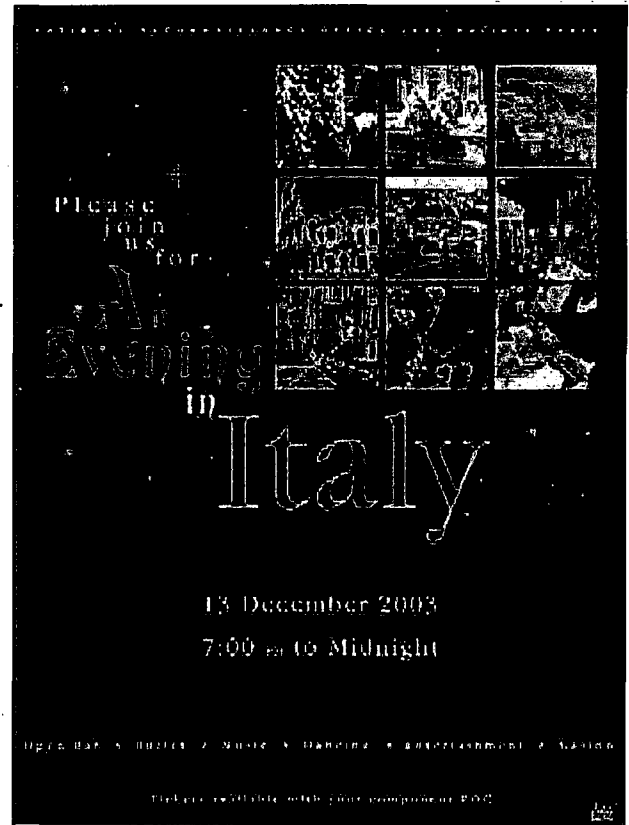
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**The Recon - December 12, 2003****UNCLASSIFIED.****(U) NRO Holiday Party offers guests a taste of Italy**

(U) Party revelers will be in for a real treat at the NRO Holiday Party, tomorrow, Saturday, Dec. 13 from 7 p.m. to midnight. The theme for this year is An Evening in Italy. The lobby will be decorated for this theme and an array of Italian specialty foods will be offered. Other items on the menu include party favorites such as large shrimp, chicken tenders, roast beef carved to order, meatballs, cheese trays, veggie trays, and desserts.

(U) The entertainment this year will include the Naval Academy Dance Band, the Electric Brigade, Greg Dotson on the guitar upstairs, Bart Windsor and his magical act in the auditorium, the Chantilly High School Choir, casino tables and, this year, even slot machines. The evening will be topped off with the year in review movie created by our own video production staff. The party is sure to provide a fun and exciting evening guests will never forget.

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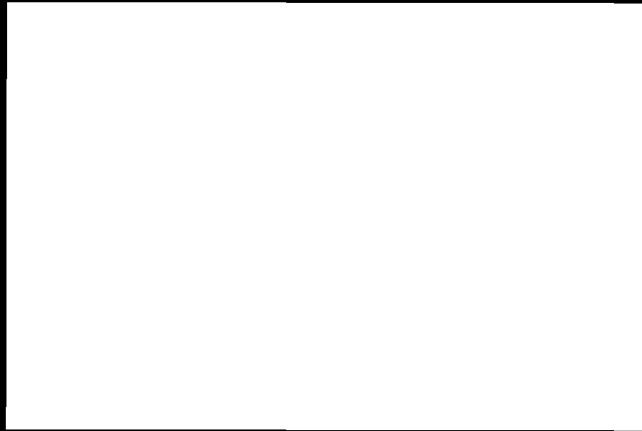
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**(U) NRO Employees of the Quarter**



Please join Mr. Teets in congratulating the  
NRO Employees of the Quarter  
*July - September 2003*

Middle Enlisted  
Senior Enlisted  
Company Grade Officer  
Field Grade Officer  
Civilian (Non-technical)  
Civilian (Technical)  
Senior Civilian



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**CONGRATULATIONS!**



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**(U) NRO releases Naval promotion list**



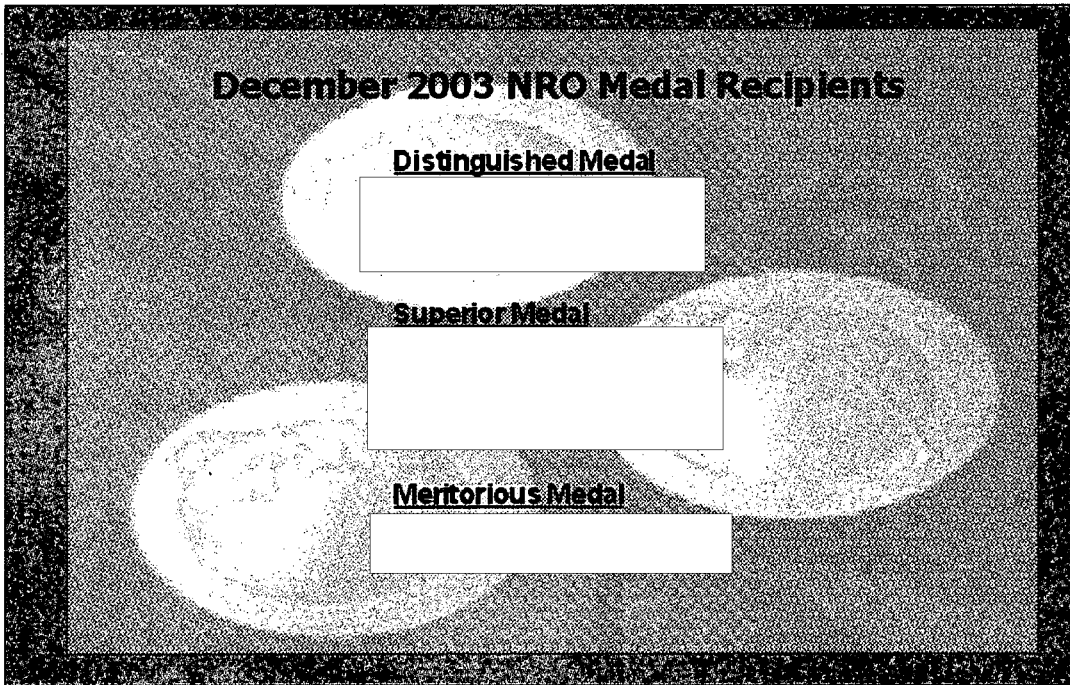
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**(U) December Medal Recipients**



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