



**(U//FOUO) Director's Paper on the Extended Enterprise: What It Means for SID (repost)**

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(U//FOUO) As noted in an [Agency-all email](#), Director Hayden has issued a paper entitled "[The Extended Enterprise: Where To From Here?](#)". This paper changes the relationship between NSA's headquarters and field elements, and has a direct impact on how SID operates. Although we recommend you read the entire paper (it's nine pages, but an easy read) for the full story, we've excerpted below some of these key points that relate to SID:

**(U) MISSION**

• (U//FOUO) The paper restates that "All SIGINT and related activities are under the direct operational control of the Director of SID or his designated representative... In short, headquarters elements will exercise operational control of their activity wherever it is found across the enterprise. This control includes guidance, tasking, prioritization, and resource allocation as well as the setting of policy, mission standards and performance metrics."

**(U) COMMAND**

• (U//FOUO) "None of the above removes the responsibility of a field chief or a site commander to act as a chief or commander. Headquarters elements exercise operational control of mission in the extended enterprise *through the chiefs and commanders*. We will have centralized direction, but we *must* also have decentralized execution."

**(U) GOVERNANCE: WRIT LARGE**

• (U//FOUO) "...each headquarters mission area will be responsible - working through the chiefs and commanders - for control of its respective activity on site. However, the mission activity constituting the dominant activity at each site will have overall responsibility for site support and performance. Accordingly, extended enterprise leaders will link directly to the following headquarters mission elements:

Liaison offices, activities, and representatives performing predominantly foreign liaison	FAD
CSGs [Cryptologic Services Groups]	SID/S1
RSOCs and MOC [Regional Security Operations Centers and the Meade Operations Center]	SID/S2
Collection Sites; European and Pacific Technical Centers	SID/S3

• (U//FOUO) "The NCRs [National Cryptologic Representatives] at Defense, State, Homeland Security, and the Combatant Commands, and our representatives to our major Intelligence Community partners do not fit entirely comfortably into the fighting forces paradigm -- they function as our diplomatic corps as well. While responding to tasking from the mission areas, these representatives will continue to report to me, with admin support from the Chief of Staff."

• (U//FOUO) "NSA headquarters offices will make any organizational changes they need to make to handle this new function. FAD is pretty far along in managing liaison offices but S2 will probably need some work to adequately govern Medina, Gordon, Kunia, and [Meade](#). I want S2 to think about and treat the RSOCs and MOC just the way they now deal with headquarters-based product lines. And I want the dialogue between them to be as immediate and as intense. The same applies to S3 -- plugged in to field sites as tightly as they are to [TAO](#). S1 may have less to do if we can tie the [SEAMS](#) closely to our customer footprints (CSGs)."

## **(U) MANPOWER**

- (U) "All of this demands some fundamental changes in the way we handle manpower issues in a distributed enterprise. Simply put, SID and IAD will be responsible for operational billets *wherever* they are located. ... *All* extended enterprise billets will be the responsibility of one or another headquarters element."

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*(U//FOUO) Note: This article first appeared on January 28, 2004.*

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