



## (U) When Meeting Customer Needs Means Defending the Nation

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(U//FOUO) During the coming days, we are proud to bring you a series of articles focused on the Signals Intelligence Directorate's customer interactions provided by the Customer Relationships Directorate (CRD). We hope that this series engenders questions, suggestions and interactions that will infuse SID's continued transformation.

(S//SI) The core of our customer relationships is understanding and meeting our customers' Information Needs. Those needs, as you all know, are myriad. Working in the SID is a challenge since meeting customer needs means defending the nation, supporting the campaign against terrorism, and providing vital support to warfighters under fire in Iraq and to the National Policy Makers who must now engage in Iraq's reconstruction. Meeting customer needs also means both maintaining coverage on other national SIGINT priorities, such as the continuing crisis in North Korea, and enduring strategic issues, such as Weapons of Mass Destruction. That challenge is being met successfully today through hard work, innovation, partnership, and Information Needs (IN) management, all of which combine to produce cohesive, positive outcomes. That coordinated effort will be demonstrated in our five-part series.

(S//SI) The war in Iraq has presented a prism through which we have been able to view the effectiveness of our planning, programs, and relationships. Central to our strategy are our efforts to make customers more active participants in the SIGINT system by giving them the ability to see into and influence USCS activities. The next article in this series (i.e. the second) on the [National SIGINT Requirements Process \(NSRP\)](#) will describe the orderly flow of Information Needs during the war. In terms of success, you may compare the present manageable flow of Information Needs to that of the days, weeks, and months following 11 September 2001 when INs under the former RFI system increased by over 1,000 percent, threatening to overwhelm intelligence production.

(S//SI) CRD's strategic thinking and customer interaction are aimed at a deeper understanding of customer needs. They are also coupled with creativity and innovation to engender the interaction of decision makers, warfighters and IC partners with SIGINT in new ways--and sometimes with new customers. The third article will showcase both new customers, like U.S. Northern Command (NORTHCOM) and the Missile Defense Agency, as well as new ways of interacting with major customers to deliver SIGINT into the customers' information space that is secure, usable, accessible and timely.

(S//SI) In the fourth article, you will have the opportunity to read a [Senior Executive Account Manager \(SEAM\)](#) perspective from U.S. United Nations (USUN) SEAM [REDACTED] and her SEAM Team who are the models of customer relationship management. The SEAM Team has transformed that relationship from a transactional



### SERIES:

#### (U) Customer Relations

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one (Information Need in/product out) to one of understanding Ambassador Negroponte's needs, timelines, and intended outcomes, resulting in a relationship that the Ambassador himself declares is the best he has seen in his 40 years of federal service. The Team is only a small part of a much larger team of collectors, processors, enablers and analyst/reporters whose outstanding collective efforts often elicit admiration and praise from USUN customers.

(S//SI) Finally, in the fifth article of the series, CRD will describe making customer feedback work for all of us. Also, we will tell you about a new way of raising customer issues through the newly constituted Customer Service Steering Group that provides key "movers and shakers" the forum to personally engage in eliminating policy and infrastructure barriers to scalable and interoperable customer solutions.

(U//FOUO) We hope you enjoy this series and, again, urge you to contact [REDACTED] Customer Gateway Chief of Staff, S11, [REDACTED], [REDACTED] [\[REDACTED\]@nsa](mailto:[REDACTED]@nsa), with any comments or suggestions.

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