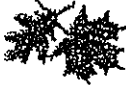


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Priority  
by DCE

[Redacted]

[Redacted]  
NE/EXC [Redacted]



05/04/04 07:07 PM

To: [Redacted]

cc:

Subject: DDO Talking Points re [Redacted]

These are old DDO TPs from [Redacted] perhaps of use in our current [Redacted] taskings. You will want to scroll down to the bolded background for the DDO. I don't think NE wrote these, although we may have contributed bits as I recognize some from DC/NE's note [Redacted]

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Subject: DDO talking Points for HPSCI Leadership on Issues Surrounding [Redacted] Leadership and Management

The Issue:

--I wanted to notify you in person of some potentially very serious leadership lapses by my former [Redacted] and others [Redacted] As soon as we realized the scope of the problems, we moved quickly to implement changes.

--Our findings are preliminary at this point but based on our review of [Redacted] to date we have identified possibly very serious shortcomings in 3 key areas:

[Redacted]

o Managerial and Oversight lapses over [Redacted] administrative issues

[Redacted]

--I will keep you advised of the results of our investigation into these issues.

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**Actions Taken**

■ **Senior Officer Review Team.** Extensive reviews by DC/NE [ ] in early December identified the management problems and solutions have been and are being implemented. He was assisted by [ ] with extensive operations management experience who is now [ ]

■ **Changed out [ ]** Based on the initial findings in December of the review team, I decided the [ ] would not return [ ]. DC/NE returned [ ] in January until the return [ ] last week [ ]. We are also pulling back [ ]

■ **Procedures and Organizational Structure:** DC/NE [ ] moved quickly to put a better management structure in place and to ensure [ ] knew and followed important procedures. [ ] in a short time in an extremely dangerous operating environment. [ ]

■ **Accountability Board:** Immediately after learning of potential problems with the [ ] in early Jan (check date), I tasked ADDO/CI on 12 Jan to chair an Accountability Board [ ] [ ] I directed the principal focus to be on the [ ] but have asked them to identify other leadership failings, as well. I have asked for a preliminary report by 12 February.

[ ]  
[ ]

**Some Preliminary Issues We are Reviewing Related to the Problem**

-- The Number of people [ ] grew very quickly without similar growth in structure and management. [ ]  
[ ]

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--  leadership was not experienced enough to manage this size operation as it grew together with such a complex playing field in an extremely very dangerous environment

-- DO responded to missions we were given for which in some cases our officers were not properly trained/experienced. (i.e. jailers)

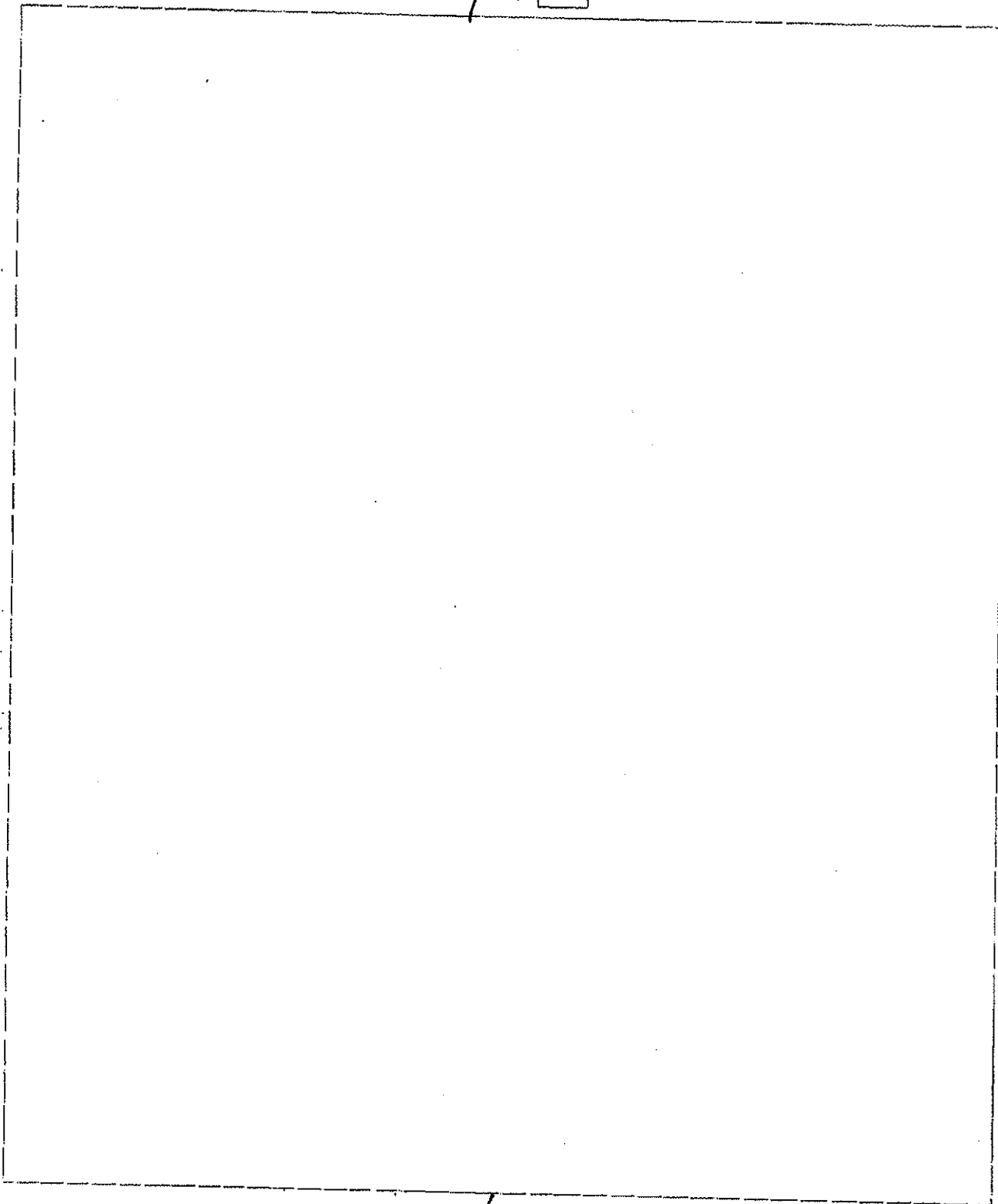
--  officers were very focused on collecting intel to catch HVTs, find WMD and prevent insurgent attacks which were killing Americans; that focus appears to have been at the expense of appropriate attention to policies, management oversight, and basic good ops management procedures.

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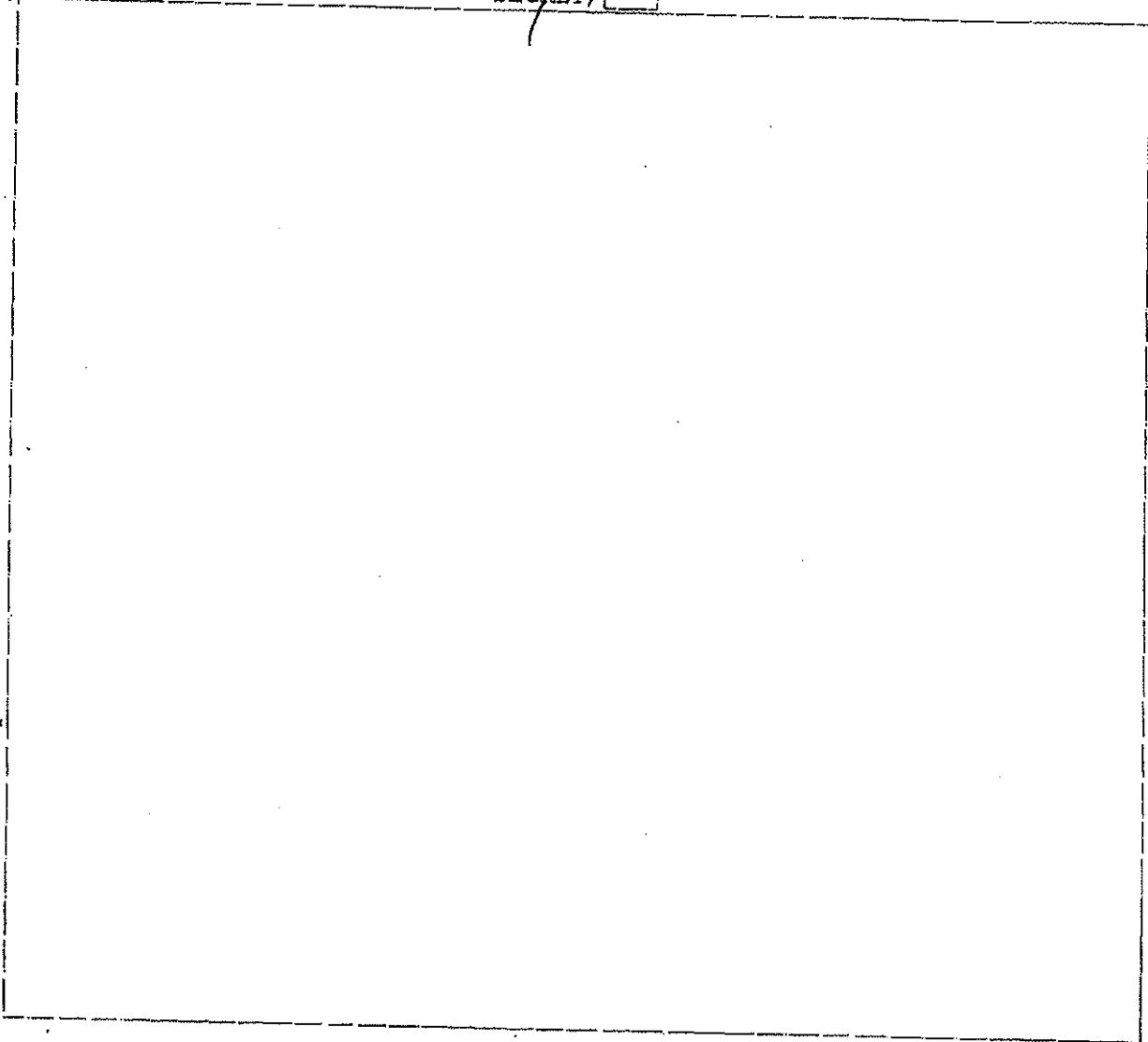
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1177-5

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----- Forwarded by  on 05/04/04 07:06 PM -----

DO/DBO

05/04/04 03:06 PM

To:

cc:

Subject: DBO Talking Points re

Old TPs in  for the hill

----- Forwarded by  on 05/04/04 03:05 PM -----

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~~SECRET~~ / [ ]

[ ]



01/27/04 11:49 AM

To: [ ]  
cc: [ ]

Subject: DDO Talking Points re [ ]

[ ] - as follow up to your coordination on this here this morning, attached is an electronic copy for you. So far DDO is still scheduled to see HPSCI and SSCI senior leadership late this afternoon, assuming the weather does not cause cancellation. Please advise if after further review there are any additional points you want to add---beyond today this will serve as a backgrounder for ODDO on this issue which we will update as new info/clarifications develop. He also has the comprehensive package you sent up including the various cables DC/NE sent in as well as [ ] summary of his findings. Thanks again for your quick review.

[ ] - DDO Talking Points re [ ] loc

~~SECRET~~ / [ ]