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4 UNITED STATES NUCLEAR REGULATORY COMMISSION

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7
8 BRIEFING ON OFFICE OF INFORMATION SERVICES (OIS)

9
10 PROGRAMS, PERFORMANCE AND PLANS

11
12 + + + + +

13
14 MONDAY

15
16 MARCH 13, 2006

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21 The Commission convened at 1:30 p.m., Commissioner Edward McGaffigan,
22
23 presiding.
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25

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27 NUCLEAR REGULATORY COMMISSION:

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29 EDWARD MCGAFFIGAN, JR., COMMISSIONER

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31 JEFFREY S. MERRIFIELD, COMMISSIONER

32
33 GREGORY B. JACZKO, COMMISSIONER

34
35 PETER B. LYONS, COMMISSIONER
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1
2 PRESENT:
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4 MR. LUIS REYES, EDO
5

6 EDWARD BAKER, DIR, OIS
7

8 JACQUELINE SILBER, DEDIA/CIO
9
10
11
12

PROCEEDINGS

1
2
3 COMMISSIONER MCGAFFIGAN: Good afternoon.

4
5 Welcome visitors and staff who are present. I'm chairing
6
7 this meeting because the cumulative effects of
8
9 Moscow, the Regulatory Information Conference and the
10
11 Senate Hearing last Thursday, I think have caught up
12
13 with Chairman, and he's a bit under the weather and
14
15 he's going to try to be back as soon as he can.
16

17 We look forward to a very good discussion
18
19 today about the activities of the Office of
20
21 Information Services.
22

23 We had a briefing back in January, the
24
25 slides for which are on the web page and the SRM for
26
27 which is on the web page that dealt with security
28
29 matters. Some of those may come up today, but I
30
31 think the focus is broader today. So we look forward
32
33 to the information that's about to be conveyed unless
34
35 one of my fellow Commissioners has an opening
36
37 statement.
38

39 Mr. Reyes, it's your floor.
40

41 MR. REYES: Good afternoon, Commissioners.
42

1 The staff is ready to brief the Commission on the
2
3 Office of Information Services Programs, Plans, and
4
5 Performance. The last time we had a similar
6
7 briefing, it was February of 2005.

8
9 And although the key managers from OIS are here at
10
11 the table, the subject matter we're going to discuss
12
13 touches on every employee in the NRC and to that
14
15 effect, we have all the officers represented in the
16
17 audience this afternoon.

18
19 I would like to turn over the meeting to Jackie for
20
21 the presentation.

22
23 MS. SILBER: Thank you, Luis. If I could
24
25 have Slide 2, please. Good afternoon, Commissioners.
26
27 I plan today to provide you with a brief overview and
28
29 then Ed Baker will be addressing accomplishments,
30
31 challenges, looking ahead to next year and areas
32
33 where we believe the Commission may have policy
34
35 issues to consider associated with information
36
37 technology and management.

38
39 Slide 3, please. As systems and processes
40
41 become more interrelated, it becomes critical that we
42

1 approach technology and information with an
2
3 enterprise or a corporate view.
4

5 We really don't have the luxury anymore or
6
7 the independent work on systems or solutions.
8
9 It proves often to be too costly and may in fact
10
11 increase risk. Some of the actions that we're taking
12
13 to ensure a corporate approach include reinvigorating
14
15 IT governance.
16

17 Slide 2, please. This year, the IT senior
18
19 advisory council, membership of which is at the
20
21 office director level, is actively engaged in agency
22
23 IT/IM strategic planning. Prioritization of systems
24
25 for IT security accreditation, and they will be
26
27 involved in prioritizing new systems development.
28
29 Another focus area -- sorry. We need the next slide,
30
31 please. We're on slide number 2.
32

33 COMMISSIONER MCGAFFIGAN: CIO Overview, that's
34
35 called 3.
36

37 MS. SILBER: Oh, that's why I have confused
38
39 them. Thank you. Another focus area is investment
40
41 in infrastructure, which is essential to ensure
42

1 success, particularly in areas where the work of the
2
3 NRC is expanding. We need to maintain support for
4
5 the infrastructure that we have in place, and at the
6
7 same time, to modernize as appropriate.

8
9 And that is certainly an area where we will bring a
10
11 great deal of focus. Managing information content
12
13 requires that we coordinate many components,
14
15 including ADAMS, the web, e-mail, and of course
16
17 documents that are in paper. We will be continuing
18
19 to focus on this, particularly as the new reactor
20
21 licensing program moves ahead.

22
23 Finally last year when we briefed you on
24
25 OIS programs, I actually had been in my position, as
26
27 Deputy EDO, I think for a few days. But at that
28
29 time, I was asked to include the status on synergies
30
31 between OIS and ADM at this meeting. We have been
32
33 working to identify those kinds of opportunities.
34
35 We have completed one major action and are looking at
36
37 a number of others.

38
39 In November of 2005, we realigned and moved
40
41 the Publishing and Records Branch which was in OIS to
42

1 the Office of Administration. This allowed us to
2
3 bring a number of like functions together.

4
5 And although it's only been a few months, we're
6
7 already starting to see some very good results from
8
9 that. OIS and ADM are just completing a process
10
11 where they mapped functions in the areas of rule-
12
13 making and information collections.

14
15 Again, to look to see if there were any
16
17 duplicative actions, opportunities for streamlining
18
19 and they are in the process of finalizing what they
20
21 have found through that process.

22
23 We're also looking at how the two offices accomplish
24
25 two things that are very important to the staff.

26
27 One is the move of employees and the other is meeting
28
29 facilitation, which includes scheduling of conference
30
31 rooms.

32
33 And again, the two offices are starting a
34
35 process of discussions to look for ways to better
36
37 coordinate, to look for ways to streamline, and to
38
39 look for ways to make it easier for the customer to
40
41 request the services.
42

1 The other thing that we have done is, as
2
3 you know, in April, we're going to actually be
4
5 switching Katherine Green who is currently the Deputy
6
7 Director of Administration and James Schaefer who is
8
9 currently Deputy Director of OIS. They'll be
10
11 swapping positions. And this is very important from
12
13 the perspective of succession planning, to be able to
14
15 better respond in the future, giving our senior
16
17 managers an opportunity to broaden their areas of
18
19 expertise is going to be very valuable. With that, I
20
21 would like to turn the presentation over to Ed Baker.

22
23 MR. BAKER: Good afternoon, Commissioners.
24
25 Behind me, sit my management team, Jim Schaefer, my
26
27 Deputy, Charlotte Turner, Director of Program
28
29 Management and Support Staff, John Linehan,
30
31 Director of Information and Records Management
32
33 Division, Reggie Mitchell, Director, Business Process
34
35 Improvement and Applications Division, and Tom Ridge,
36
37 Director of Infrastructure and Computers Operations.
38
39 Also sitting with them is Cathy Lyons Burke, the
40
41 Senior IT Security Officer.
42

1 As Jackie mentioned, we had a number of
2
3 recent changes and John, Reggie and Tom are all
4
5 recent to their positions and Tom and Reggie are both
6
7 graduates of the Candidate Development Program. As
8
9 Jackie mentioned, we'll be starting with
10
11 accomplishments. I'm going to talk about
12
13 accomplishments in management infrastructure, systems
14
15 developments, new technology and information
16
17 management.

18
19 With regard to accomplishments in
20
21 management, the recent OIG culture and climate survey
22
23 showed extensive improvement within OIS in almost all
24
25 areas and all of them being statistically
26
27 significant.

28
29 We focused on communication, management
30
31 leadership and, just a minute, I lost my place here,
32
33 and training and development. Those were the areas
34
35 that we identified as focus areas in 2002. And if
36
37 you look at Slide 5, you will see that significant
38
39 progress was made in those areas.

40
41 In addition, we also instituted a
42

1 leadership agenda, which we included in your
2
3 background information. And that focused on leading
4
5 the organization, bringing out the best in people,
6
7 enhancing organizational effectiveness and building
8
9 partnerships. All those activities contributed to
10
11 the improving climate and culture in OIS.

12
13 For the latest survey results, we have identified
14
15 three areas, preliminarily, as the ones we're going
16
17 to focus on. And that is workload and resources,
18
19 quality of supervision, and the quality focus of the
20
21 products we're working on. And we're in the process
22
23 of developing how we're going to improve what actions
24
25 we're going to take to improve in that area.

26
27 I would like to say that in addition to the culture
28
29 survey, we have had fairly extensive feedback from
30
31 the staff concerning the workload in the office and
32
33 the resources, and that is going to be a primary one,
34
35 where we're trying to look at how do we do a better
36
37 job of tracking what we're spending in particular
38
39 areas, what resources we have in those areas and try
40
41 to do a better job of matching those activities.
42

1 With regard to leadership, as I mentioned, we did
2
3 fill two positions with candidate development
4
5 graduates.

6
7 We also, going back to slide -- well, I'll
8
9 stay with slide 5 -- strategic work force planning,
10
11 and in that, we developed our skill gaps and we
12
13 addressed those skill gaps in the areas of project
14
15 management, enterprise architecture and customer
16
17 service.

18
19 This was also helpful in looking at
20
21 succession planning in those skills. And recently,
22
23 as a result of looking at those areas where we have
24
25 people retiring, we also identified that records
26
27 management, records analyst positions are an area
28
29 where we need to look at hiring early so that we can
30
31 do knowledge transfer and we're looking at doubling
32
33 encumbering.

34
35 However, it's also an area where we have
36
37 had trouble recruiting. This is an area that is
38
39 somewhat unique to government in terms of how the
40
41 government does records management. And we had, I
42

1 think, it was three positions posted and basically
2
3 we're re-posting those positions because we didn't
4
5 find our well-qualified candidate, with the exception
6
7 of one internal candidate who their office saw it was
8
9 in their best interest to promote that individual.

10
11 So they decided not to make the switch.

12
13 But we are having a number of challenges in
14
15 terms of IT security folks and in records management
16
17 analysis, in hiring and recruiting. We're trying to
18
19 make good use of the co-op program. The CIO, Jackie,
20
21 has been very involved in visiting colleges and in
22
23 setting up relationships with programs that have that
24
25 capability. And to date, we have, in fact, hired two
26
27 co-ops that we had on board, and we now have two more
28
29 who are still working as co-op students.

30
31 We're extensively involved in leadership training and
32
33 rotational opportunities. We have several team
34
35 leaders who are in the team leader program.

36
37 We have a person in the leadership potential program
38
39 and a person in the current CDP, SES CDP program,
40
41 Candidate Development Program.
42

1 We're also providing opportunities

2
3 internally in terms of rotations, both using the
4
5 senior assistant to the deputy director and myself to
6
7 broaden the exposure of people on the staff to
8
9 activities within the office. And using our program
10
11 management support deputy director as an opportunity
12
13 to get folks accustomed to working or familiar with
14
15 working in the budget and staffing area.

16
17 We also recently are -- well, we're going to be doing
18
19 a rotation into the deputy director of the business
20
21 process -- business process improvement and
22
23 application development position, while the incumbent
24
25 is away at SES CDP opportunities. So we will be using
26
27 that position as well in terms of developing our
28
29 staff.

30
31 Going to Slide 6, accomplishments and
32
33 infrastructure. We have had good system availability
34
35 during core hours. Our core hours are from 6:00 a.m.
36
37 to 6:00 p.m. And it's 99.6% availability during that
38
39 time.

40
41 In the past, we have proposed extending
42

1 core hours. But in terms of a budget support area,
2
3 that's not been an area that's been supported before.
4
5 We have proposed it again because as we go forward,
6
7 having been here when we were doing licensing in a
8
9 big way, there are a lot of people here working over
10
11 the weekend and to make sure that systems are
12
13 available, you really do need to have support more
14
15 than 12 hours a day, Monday through Friday.

16
17 So we will be proposing additional support to
18
19 maintain system availability. We supported 654 video
20
21 conferences and 13,932 audio conferences.

22
23 In terms of our infrastructure, we have refreshed
24
25 1700 workstations after their three-year life cycle.

26
27 The biggest improvement for those workstations is in
28
29 just processing speed.

30
31 COMMISSIONER MCGAFFIGAN: Can I ask just a quick
32
33 question. On the video conferences and audio
34
35 conferences, is that a significant percentage
36
37 increase or is that the same as the year before?

38
39 MR. BAKER: I don't have that number. I can
40
41 get you that number.
42

1 COMMISSIONER MCGAFFIGAN: Okay.

2
3 MR. BAKER: And then in addition to the
4
5 refresh of workstations, there are also a significant
6
7 number of moves, ads, and changes in the order of
8
9 5,000. We're looking at completing the workstation
10
11 refresh in July of this year.

12
13 Continuing with infrastructure. Slide 7.

14
15 We have implemented a high-speed remote access, and I
16
17 know some of you are using it. My personal
18
19 experience using it from a remote location, it's not
20
21 very different from sitting at your desk, provided
22
23 you have got at least the higher speed access, the
24
25 cable modem access. We are in the process of
26
27 expanding that. We are pretty much topped out with
28
29 our current hardware and we are proposing
30
31 implementing new hardware to support more users.
32
33 Right now, we can support, we've licensed about 500
34
35 users and so we're looking at expanding that to
36
37 support both telecommuting and new reactor work.

38
39 This is an example of a new service that we provide.
40
41 it not only costs money in terms of support.
42

1 it costs money in terms of FTE to manage it.

2
3 And there really isn't anything that goes away when
4
5 you supply a new service like this.

6
7 It's an additional responsibility for the
8
9 office.

10
11 We have implemented new tools to effectively
12
13 block viruses and spam. We're blocking on an average
14
15 about 10,000 e-mail viruses and 49,000 spam messages
16
17 per month. A few do get through, but it's a
18
19 relatively small number, and when that happens, then
20
21 the staff works with the staff effected to
22
23 remove those from the workstations.

24
25 But it is a relatively small number. We have
26
27 completed the windows XP rollout, which is the
28
29 operating system on the desk top and that went very
30
31 smoothly.

32
33 In terms of systems development and new
34
35 technology. The biggest rollout that we had his year
36
37 was release one of the meta system which was
38
39 designed to support the high-level waste licensing
40
41 hearing process. And it allows for the electronic
42

1 filing of hearing-related documents when you consider
2
3 all the subsystems and it has the potential to
4
5 contribute significantly to quicker processing time.

6
7 One example that OGC gave me is, attorneys can work
8
9 right up to a deadline, file electronically, not have
10
11 to find someone to actually express mail something.
12
13 That it allows them that kind of flexibility and they
14
15 can do it without much support.

16
17 This system we're looking at using for also the new
18
19 reactor licensing work.

20
21 ASLBP, the Atomic Safety Licensing Board Panel,
22
23 is working towards an electronic process for
24
25 conducting hearings, and if they're in that process,
26
27 you really need something like this to support that
28
29 process.

30
31 We piloted a new electronic document in
32
33 task tracking system for the EDO. The report back I
34
35 have is that they're fairly satisfied with the
36
37 product. They're looking at rolling that out to two
38
39 other pilot offices, ours and I think NSIR is the
40
41 other pilot office. This is the first move towards
42

1 eliminating many of the duplicate tracking systems
2
3 that we have for tracking correspondence here in the
4
5 agency, from offices that at least report to the EDO.

6
7 And it has the potential for reducing more of the
8
9 duplicate systems.

10
11 Groupwise 6.5, has enhanced e-mail
12
13 features, better reliability, increased capacity, and
14
15 the ability to move someone's post office box or
16
17 mailbox when they change physical locations in
18
19 headquarters.

20
21 It also gives us the opportunity to
22
23 consolidate the number of servers we're using.
24
25 And consolidating servers saves us money on servers.
26
27 It reduces the space required in the operations
28
29 center. It also reduces the electricity cost and the
30
31 heat load. So, there are a lot of benefits coming
32
33 from reducing the number of servers.

34
35 We implemented version 4.3 of ADAMS.
36
37 It added a new viewer to maintain
38
39 compatibility with the latest Adobe software and the
40
41 staff has been working on converting the TIF images
42

1 to PDF, because it actually improves performance of
2
3 the system in retrieving those documents.

4
5 As of the first quarter of 2006, they converted about
6
7 99% of those. We also deployed a new web-like search
8
9 capability for the ADAMS main library.

10
11 Continuing with systems development in new
12
13 technology on slide 9, the technology assessment
14
15 center evaluated the use of virtual servers. I won't
16
17 say that the IBM commercial you may have seen on TV
18
19 is for virtual servers, but if you have seen the
20
21 commercial with a room full of servers, and they
22
23 reduce that, that's what we're after. You are
24
25 reducing cost, space, heat load, electricity use and
26
27 it is a mature technology that's been used in the
28
29 corporate environment. And we're looking at
30
31 evaluating that for use here. It's something we'll
32
33 go slow on. It is new technology for us, but it does
34
35 have the potential.

36
37 Although the management of that is about
38
39 the same in terms of managing the function of the
40
41 servers. We have also evaluated and piloted a new
42

1 software tool that helps with decision-making, and we
2
3 have used it in our budget preparation process and we
4
5 think it has really helped us to reach decisions, to
6
7 document decisions, and capture what that process is.
8
9 It also is very useful if we get new direction from
10
11 perhaps the CFO or the Commission on priorities with
12
13 a click of a button, you can change a priority,
14
15 reorder it, and come up with your new results.
16

17 It also lets you set hard and soft minimums.

18
19 So if you have a minimum you have to have to run the
20
21 program, you code that in. If you don't have that
22
23 much money, you drop the program out and you
24
25 reprioritize. It really does aid in making decisions
26
27 about relative priorities.
28

29 And you can do pair-wise comparisons in
30
31 terms of those priorities and rank them. So that's
32
33 it for systems development and new technology.
34

35 Moving on to accomplishments in information
36
37 management. I know the agency is well aware of the
38
39 new NRC Reporter and its web page, but that is
40
41 something where we worked with the EDO staff and came
42

1 up with, I think, a very attractive communication
2
3 vehicle for keeping the staff aware of what's going
4
5 on in the NRC.

6
7 In addition, we implemented a new public meeting
8
9 notice web page which allows the public to go in and
10
11 search meetings, both past and current, by location,
12
13 dates, facility, participants and other criteria, and
14
15 we have had very positive feedback.

16
17 They are always looking for improvements, but the
18
19 comments we have had is it's a big improvement over
20
21 what we had in the past.

22
23 We also supported NSIR's efforts to develop
24
25 the electronic safe program, and that consisted of
26
27 helping them with an inventory of records and helping
28
29 manage the contractor who is processing the documents
30
31 into the electronic safe.

32
33 Continuing with information management on page 11. We have
34
35 implemented a new web page for communicating during
36
37 emergencies. In cooperation with the Office of
38
39 Public Affairs and the Nuclear Security and Incident
40
41 Response office, we came up with a website where you
42

1 could integrate existing material on emergency
2
3 response and put it up in a preformatted web page,
4
5 such that if you had a general emergency or another
6
7 event, which was deemed to be of high public interest
8
9 and visibility, you could communicate very easily and
10
11 it was designed with the robustness that it could
12
13 sustain a high volume of hits for people searching
14
15 that web page.

16
17 As I have already mentioned, we implemented
18
19 a new state-of-the-art search tool for the internet.
20
21 It's very similar in functionality to Google and
22
23 provides NRC employees the ability to search
24
25 headquarters hosted web pages as well as Regional
26
27 sites and Labs. It provides search within search
28
29 capabilities, detection of misspelled search terms
30
31 and the use of Google-like wild cards with asterisk
32
33 and quote marks.

34
35 Slide 12, continuing with information
36
37 management. This past year, we implemented a new
38
39 survey for the public website, and that survey
40
41 is based on the American customer satisfaction index,
42

1 which is used by a number of other Federal agencies.
2

3 The survey results for the first quarter of 2006
4 indicated a general satisfaction score of 70, which
5 is consistent with the Federal agency mean score.
6

7 When we asked for the original numbers, the people at
8
9 the American customer satisfaction survey actually
10
11 came back and told us that was quite good for a
12
13 first-year survey coming out of the box without any
14
15 improvements.
16
17

18 We also completed the sensitive information
19 screening project, which was a lengthy review for
20
21 information that was security-related and will be
22
23 sensitive. And then returning those documents back
24
25 to the public library. I have to give the offices
26
27 credit, the program offices, because they are the one
28
29 that actually reviewed the documents.
30
31

32 But we were very much involved in removing the
33
34 documents and placing them back up which was an
35
36 extensive effort in itself.
37
38

39 Continuing with Slide 13, we also developed, proposed
40
41 policy for sensitive, non safeguards information and
42

1 conducted training. And that policy is currently
2
3 before the Commission and we're waiting for
4
5 additional direction before we proceed on that topic.
6

7 We also audited the completeness of records in ADAMS.

8
9 And we're trying to answer three basic questions.

10
11 Are the appropriate records collections being filed?

12
13 Are there offices which should be but are not putting
14
15 their records in ADAMS? And are there gaps in the records
16
17 collections placed in ADAMS?
18

19 And basically for official agency records,
20
21 offices are putting in those that they should be.

22
23 ADAMS is increasingly being used as it was
24
25 intended as the repository for official records.

26
27 The one area that we noted where there seemed to be a
28
29 small volume, smaller than we would have expected is
30
31 in e-mail.

32
33 And part of that I think is it's a laborious
34
35 process at the moment to put e-mail in ADAMS and
36
37 we're working on an automated process to do that.

38
39 We're also working on how to better monitor
40
41 compliance and we'll be working with the offices on
42

1 that.

2
3 You may have seen an announcement in the
4
5 last couple of weeks reminding the staff of the need
6
7 to capture official records, including e-mail.
8

9 With regard to accomplishments in IT security. We
10
11 have completed staffing the security team.
12
13 It was not an easy process. We had some difficulty
14
15 finding qualified staff and then we had difficulty
16
17 getting their agencies to release them to come to the
18
19 NRC.

20
21 But I'm very happy with the staff that we
22
23 have picked up, and they're integrating themselves
24
25 well. And moving on with the effort of both
26
27 documenting the program and working on certification
28
29 and accreditation and setting policy as we go
30
31 forward. We're still trying to supplement the Senior
32
33 IT Security Officer.

34
35 However, again, we're having difficulty
36
37 finding the skills and knowledge to fill that, either
38
39 from a contractor standpoint or from a hiring
40
41 standpoint. We're trying both of those avenues.
42

1 And this would be to supplement so that we could
2
3 actually help move through the process quicker in
4
5 terms of certification and accreditation by basically
6
7 splitting up the volume of material that has to be
8
9 reviewed.

10
11 We also completed a penetration test for
12
13 headquarters, which the Commission was previously
14
15 briefed on. I'm not going to go into too much
16
17 detail, other than to say that we have addressed the
18
19 immediate issues that were high vulnerabilities
20
21 identified during that process, and we'll be working
22
23 on those that are of lower priority or just as a
24
25 matter of the issue take longer or expensive to fix.

26
27 We also are working on scheduling the testing for the
28
29 Regions and TTC which I know the Commission was
30
31 interested in. They will be done this fiscal year.

32
33 As previously presented to the Commission, we have
34
35 refocused the certification and accreditation efforts
36
37 to align with the agency's highest priorities and I
38
39 will go to the status of that effort next.

40
41 You have a color chart in your briefing material and
42

1 basically I'm going to provide some updates which
2
3 were as of this morning.
4

5 That was Slide 15. For the reactor program
6
7 system, the status is as reflected in your chart, the
8
9 risk assessment has been submitted to the Senior IT
10
11 Security Officer and is currently under review.

12
13 That is the one -- I would say if we finished that,
14
15 we would be entirely on schedule.

16
17 So we're slightly behind schedule on that one, but I
18
19 think once we get the risk assessment done, we'll be
20
21 able to move forward smartly.

22
23 For the Human Resources Management System,
24
25 the three blocks that show as red for the privacy
26
27 impact assessment and the two forms, those forms have
28
29 been submitted to OIS and are in the process of being
30
31 reviewed for accuracy and when that has happened,
32
33 they will be submitted to the Senior IT Security
34
35 Officer for approval.

36
37 The risk assessment, we're still developing
38
39 between my staff, the contractor staff and the CFO
40
41 staff. For the cost accounting system, CAS, we have
42

1 a difference of opinion between the CFO'S
2
3 organization and my organization on the
4
5 categorization of the system and the category of sensitivity
6
7 of the information. We're working through that
8
9 process.

10
11 Right now, it has been at the staff level
12
13 and they have told me they are going to be submitting
14
15 a memo to me asking for my judgment as the designated
16
17 approving authority on the category and the
18
19 sensitivity of the information for that system.

20
21 With respect to fees. We have had
22
23 some trouble in getting enough contractor resources
24
25 to work on all these systems at the same time, and
26
27 fees is behind because of that resource issue.

28
29 The documents have been drafted and submitted to the
30
31 CFO for approval of certification actually before
32
33 sending them for review by the Senior IT Security
34
35 Officer.

36
37 WBL, web-based licensing, I know the
38
39 Commission has been briefed on that topic, and we're
40
41 basically waiting for a path forward from NMSS. So,
42

1 the certification and accreditation effort

2
3 Is not critical path at the moment for that

4
5 particular project.

6
7 For NSTS, there is a kick-off meeting, I

8
9 think, today, where we'll be talking with the

10
11 contractor about certification and accreditation, so

12
13 that process is just starting. For the LAN/WAN,

14
15 which is a system owned by OIS, those documents, the

16
17 five first documents have been submitted to the

18
19 Senior IT Security Officer for review.

20
21 And again, that is slightly behind schedule.

22
23 The same thing for the data center

24
25 telecommunications, DCT, those are in draft.

26
27 They actually are waiting for a decision from me to

28
29 proceed on direction on that one.

30
31 What we're finding is for these older

32
33 systems, it is an issue with who's still here when

34
35 those legacy systems are put together.

36
37 The level of documentation that's available,

38
39 and does that documentation support the information

40
41 needs we need today under the new FISMA requirements?

42

1 It has been somewhat painful to try to develop the
2
3 information to populate those documents.
4

5 With manage public key infrastructure, those
6
7 documents have been drafted and they're currently
8
9 with the system owner, which is my staff for review.
10

11 Lest you think that all of this is going in one
12
13 direction, I do want to mention one thing.
14

15 We have been talking with the ASLBP for LSN, and the
16
17 discussion was around system categorization.
18

19 This is a publicly available system, and they had
20
21 proposed it as moderately sensitive information,
22
23 which to us seemed high for something that's publicly
24
25 available. After several discussions, they did agree
26
27 based on looking at the FISMA standards that low was
28
29 the correct categorization of that information.
30

31 So this is not an issue of OIS always thinking
32
33 something should be higher than what's being proposed
34
35 by the system owner.
36

37 We're using our best judgment against the
38
39 standards and providing advice to the offices on
40
41 which way it should go. It's interesting, in Jackie's
42

1 and my discussions with other agencies and with
2
3 discussions or reviews of IG reports, one of the
4
5 items we came across for offices that hadn't finished
6
7 their system categorization or agencies that hadn't
8
9 finished their systems categorization before moving
10
11 forward, one agency the IG found that in 30% of the
12
13 systems they were over categorized. And the amount of
14
15 money that cost, not just in CNA, but in operating
16
17 costs and security, was not insignificant.

18
19 So it's important that we do this right the first
20
21 time.

22
23 Let me move on to slide 16, which is
24
25 challenges. My biggest concern in the short term,
26
27 and by short term, I mean in the next two to three
28
29 years, is maintaining legacy systems operable.
30
31 In the example that I'm going to use that causes me
32
33 the most concern is Human Resources and Management
34
35 System, the one to use for our time and labor.
36
37 This is a system where we are currently in software
38
39 version 7.5. The vendor is at version 8.5.
40
41 We are five or six versions behind the vendor.
42

1 Our version is not supported.

2
3 The hardware vendor has told us that they are going
4
5 to discontinue supporting the hardware in April of
6
7 2008. This is the manufacturer. There are some
8
9 avenues to get other support, but there are
10
11 additional risks when you do that.

12
13 We are experiencing more frequent breakdowns of the
14
15 hardware. This is a system that's very important to
16
17 us as an agency.

18
19 And I raise it because this is an area where -- I use
20
21 this as an example, but my concern is for
22
23 infrastructure. We need to stay current in terms of
24
25 investment, to stay within supported hardware and
26
27 software.

28
29 I'm going to go ahead and move on to IT
30
31 security. I have already mentioned the challenges
32
33 with hiring skilled staff and contractors. I have
34
35 also mentioned the quality of system documentation
36
37 for legacy systems and the challenges that presents in
38
39 trying to move forward with certification and
40
41 accreditation.
42

1 Also there is still an issue of getting the
2
3 staff. And by this, I mean agency staff, not just my
4
5 staff, to accept today's threat environment.

6
7 And the risks that that imposes and the necessary
8
9 level of security. There is still an atmosphere of
10
11 this is OIS's problem, this is the security's team
12
13 problem.

14
15 And we just issued an agency -- I just issued an
16
17 e-mail to all employees this morning talking about
18
19 the penetration test results and two features that we
20
21 need employees' cooperation in, protection of pass
22
23 words and being careful on clicking on links in
24
25 e-mail.

26
27 Because they do present special risks and
28
29 there were two articles in there that talked about
30
31 what some of those risks are. So hopefully, we'll
32
33 continue to improve the communication, and get the
34
35 staff to understand that we are in a much different
36
37 environment today than we had been previously.

38
39 Moving on to emergent work. There are a number of
40
41 OMB initiatives, but given where I'm at in time, I'm not
42

1 going to spend a lot of time on those initiatives.

2
3 However, the challenge is that if we are not moving
4
5 forward with things that are important to OMB -- for
6
7 example, enterprise architecture, information
8
9 sharing, earned value of management, that has the
10
11 ability to impact the ratings we get on our exhibit
12
13 300s for IT investments.

14
15 If we adversely impact those, that has a
16
17 potential for funding for new projects.

18
19 And that is the feedback loop in terms of those.

20
21 And so we're working on moving forward with trying to
22
23 comply with the OMB guidance, but it is a challenge
24
25 between juggling internally-driven mandates and
26
27 externally-driven mandates. But that is the
28
29 challenge and those are the risks when
30
31 we push back.

32
33 The next area I want to talk about is Human
34
35 Capital. As you are familiar with from the
36
37 presentation last year, we have an aging work force
38
39 within OIS.

40
41 In 2009, 34% of the staff will be eligible to retire.
42

1 As I mentioned, we had some difficulty hiring at the
2
3 entry level and at the senior grades.

4
5 Some of that is driven by what the industry is
6
7 willing to pay and what we can pay.

8
9 That's also, in some cases, it's not money, it's just
10
11 finding people with those skills.

12
13 That's particularly true with -- I found out very
14
15 recently, with the Breckridge management and record
16
17 analysts staffing.

18
19 Lastly involved IT/IM management needs -- and this is
20
21 really trying as an agency to plan for new
22
23 technology, to plan for obsolescence early enough
24
25 that we can get the budget decisions made because
26
27 you're looking at a -- most likely a 24-month
28
29 development cycle once you decide you need something.

30
31 That means you have got to start that much earlier in
32
33 recognizing what you want, what you need, so that you
34
35 can plan for it and get it in the budget cycle,
36
37 particularly for large investments.

38
39 And when everybody's busy, particularly in
40
41 the program offices, it's sometimes hard to get focus
42

1 four years out. This is what I think I'm going to
2
3 need four years from now, or even three years from
4
5 now.

6
7 Looking ahead. We're looking at supporting
8
9 new reactor licensing program activities.

10
11 One of the things I already mentioned was the
12
13 meta system and how we think that working with ASLBP
14
15 and NRR, we think that has the capability to enhance
16
17 or make the licensing process more efficient.

18
19 However, it also involves change management and
20
21 change is always hard. This business process
22
23 improvement will most likely go with implementing an
24
25 electronic filing system.

26
27 We're looking at new tools to support efficient
28
29 processing and also the construction inspection
30
31 program.

32
33 This is an area where NRR has mentioned
34
35 they're looking for a new tool. We're talking with
36
37 them about requirements. The question is, can we
38
39 define the requirements early enough so that we can
40
41 get something into the budget cycle so that we can
42

1 support what they want when they want it.

2
3 The next version of ADAMS. This is actually much
4
5 better news than I thought I was going to be
6
7 presenting because we had a meeting with the vendor
8
9 just last week.

10
11 And the vendor is actually going to support
12
13 the current platform longer than they had originally
14
15 anticipated. And they have actually initiated some
16
17 interim steps and some interim products such that
18
19 we're not faced with moving from where we are to a
20
21 web-based application as the next step.

22
23 And so we're going to be able to delay some
24
25 significant costs.

26
27 But we are still going to have to make some
28
29 investments in the interim to support things like
30
31 electronic safe, safeguards LAN, and that sort of
32
33 thing, Electronic Hearing Docket.

34
35 With respect to the enterprise-wide IT/IM strategic
36
37 planning, as Jackie mentioned, we are working with all of the
38
39 program offices and the IT Advisory Council to
40
41 develop a plan or planning below the level of the
42

1 agency's Strategic Plan that fits in with those goals
2
3 that address IT/IM within our agency's Strategic Plan.

4
5 And we have got the staff involved and we also have
6
7 the Office Directors and the Regional Administrators
8
9 involved or their representatives on the IT advisory
10
11 council.

12
13 With regard to future Commission policy
14
15 decisions, I have already mentioned SUNSI and we look
16
17 forward to that SRM.

18
19 Priorities of new OMB requirements, and
20
21 this is the issue that I mentioned between
22
23 internal and external mandates and trying to
24
25 get the balance on how we deal with both of those.

26
27 I appreciate the support the Commission gave us on
28
29 the push-back on HSPD-12.

30
31 That allowed us to get it in our budget cycle
32
33 where we could appropriately plan for that.

34
35 And as we see other large expenditures, we'll be
36
37 doing the same thing and making sure that you are
38
39 aware of those and we make the right choices.

40
41 And as we go forward, we'll be looking for, you
42

1 know, Commission guidance on priorities for new
2
3 development.

4
5 Because I can tell you based on what's currently on
6
7 my plate, between FISMA and operations and records
8
9 management, trying to do a lot new is going to be
10
11 very tough. And that concludes my presentation.

12
13 MR. REYES: That concludes the staff's remarks and
14
15 we're ready for questions.

16
17 COMMISSIONER MCGAFFIGAN: Are you really?
18
19 Thank you very much. Normally, the Chairman would go
20
21 ahead and start, but I'm going to lead off in his
22
23 absence. Tell me, and I'll start by -- I do think
24
25 you have accomplished a lot. I mean, I think that --
26
27 I continue to think that where we are today compared
28
29 to where we were four or five years ago is a very
30
31 large step forward, and the current management team
32
33 deserves credit for that.

34
35 It's the trouble of being around here long enough.
36
37 The new folks may think we've got all the problems,
38
39 but these problems are pale compared to some of the
40
41 problems we had when ADAMS was introduced, when Star
42

1 Fire bit the dust or some of those issues.

2
3 But I'm still, you know, what Commissioners do is, we
4
5 focus on where the problems are.

6
7 E-safe and Secure LAN, where are we in terms of
8
9 getting those broadened outside of NSIR – Secure LAN
10
11 doesn't exist yet, but E-safe exists in some sort of
12
13 pilot program. But where are we in terms of getting
14
15 those broadened?

16
17 MR. BAKER: Well, right now, NSIR is in
18
19 process -- they have a wireless system set up in the
20
21 consolidated test facility. And they're looking at
22
23 what are the implications in terms of running that
24
25 system, what are the requirements, what security
26
27 measures are appropriate?

28
29 I don't have a schedule for when they're completing
30
31 that. But I do know that they're working on that
32
33 particular approach. And like I said, they are
34
35 testing that right now in the consolidated test
36
37 facility.

38
39 COMMISSIONER MCGAFFIGAN: And that's for
40
41 the E-safe?
42

1 MR. BAKER: No, that's for secure LAN.

2
3 E-safe is continuing to be populated and is still set
4
5 up in a room. I know they were testing within the
6
7 room. They were testing, I would say, a network
8
9 within the room. It hasn't left the room.

10
11 MR. REYES: Yeah, last count was we had
12
13 4,000 out of 10,000 documents that were profiled on
14
15 E-safe and that's moving right along.

16
17 COMMISSIONER MCGAFFIGAN: But in terms of a
18
19 typical NSIR staffer, let alone a Commissioner's
20
21 ability to use that, he has to -- physically, he has
22
23 to go to a room.

24
25 MR. REYES: Yes. we're not ready until 2008 to
26
27 change that unless the budget changes.

28
29 COMMISSIONER MCGAFFIGAN: Well, even if the
30
31 budget changed, could you get it done faster or is
32
33 that something that's limited by figuring things out
34
35 that you haven't figured out yet?

36
37 MR. BAKER: That's definitely part of it.
38
39 When we went to the Commission with our FISMA plan
40
41 and we said here is what we see as the highest
42

1 priority systems, and the Commission agreed.

2
3 And March 27th, we are taking the remaining systems
4
5 to the IT Advisory Council for prioritization.

6
7 COMMISSIONER MCGAFFIGAN: The Commission
8
9 agreed to a prioritization for the --

10
11 MR. BAKER: Well, the seven --

12
13 MS. SILBER: The seven systems that we'd
14
15 focused on this year.

16
17 COMMISSIONER MCGAFFIGAN: Is there a vote on
18
19 that or do you assume that we agreed because we didn't
20
21 violently object in the SRM for the January meeting?

22
23 MS. SILBER I think it's closer to the
24
25 latter. It was a memo that went up to the Chairman
26
27 with copies to the Commission, but it is the
28
29 financial systems as well as the important systems
30
31 In the material areas.

32
33 COMMISSIONER MCGAFFIGAN: So E-safe is not
34
35 a FISMA priority at the current time?

36
37 MR. BAKER: It's not one of the seven.

38
39 MS. SILBER: It's not one of the first
40
41 seven. I think it will be a priority.

1 The other thing I would say is that, Luis is right, I
2
3 think the schedule is looking at 2008.

4
5 But in planning for that, NSIR particularly is
6
7 definitely looking at expanding the number of users,
8
9 expanding beyond NSIR. So that's definitely in the
10
11 plan.

12
13 I think it -- and I do think that a lot of
14
15 the issues need to be addressed and tested before we
16
17 move ahead.

18
19 So I'm not sure that significantly more budget would
20
21 change the schedule dramatically.

22
23 MR. REYES: We are aware that you
24
25 volunteered to be a pilot unit and we got you down.

26
27 COMMISSIONER MCGAFFIGAN: I mean, if you got
28
29 my wireless set up, I'll --

30
31 MR. REYES: We got you down for a volunteer
32
33 for the pilot and I didn't forget, so we're working that.

34
35 COMMISSIONER MCGAFFIGAN: Okay, that came
36
37 up in a periodic, for my fellow Commissioners.

38
39 There was no paper on that either, or you might
40
41 have had five volunteers, I suspect, but whatever.
42

1 I do think that just on the issue of the
2
3 Commission approving the seven, I'm glad you
4
5 clarified that. You really shouldn't, unless you ask
6
7 us to decide something, you really shouldn't assume
8
9 that we have decided something.

10
11 I mean, we perhaps if not violently
12
13 objected, a memo written to the Chairman, not to the
14
15 Commission as a whole, is even less likely to be
16
17 objected to because we don't normally look at that as
18
19 a voting matter.

20
21 In security space, you were in the
22
23 process when we talked in January of trying to
24
25 get a contractor on board who was going to be able to
26
27 independently look at where we were going.

28
29 Is that contractor on board today?

30
31 MS. SILBER: Yes, and it's Software Engineering
32
33 Institute, SEI out of Carnegie Mellon, it's a Federally funded –

34
35 COMMISSIONER MCGAFFIGAN: DOD FFRDC –
36
37 A lot of experience in this matter?

38
39 MS. SILBER: Right. And actually, we are
40
41 doing that agreement contract out of the EDO's
42

1 office. I have lead on that. And they have actually
2
3 made extremely good process.
4

5 I met with them this week. They're
6
7 wrapping up the data collection process. We spent
8
9 some time with them identifying the agencies, the
10
11 other government agencies that they'll benchmark.
12
13 And they're on track for providing us briefings and
14
15 final reports by June of this year.
16

17 MR. REYES: Yeah, they're on campus and
18
19 working and things are moving.
20

21 COMMISSIONER MCGAFFIGAN: So June of this
22
23 year, we'll have a report from them?
24

25 MS. SILBER: That's right, right.
26

27 COMMISSIONER MCGAFFIGAN: I know SECY has
28
29 lots of things on their agenda during that time
30
31 period, but this is pretty important stuff. And I do
32
33 think we might want to think about having a briefing
34
35 in the impossibly difficult June time period. But
36
37 the quizzical Secretary is looking at me.
38

39 MS. SILBER: Actually, Commissioner, what I
40
41 talked with them about this week is probably an
42

1 attempt to do a status update, probably sooner than
2
3 June for the Commission, so that you can see what
4
5 we're hearing from them. And that would include SEI,
6
7 I would think, sitting at the table and sharing
8
9 findings with you.

10
11 COMMISSIONER MERRIFIELD: Yeah, if I may, I
12
13 mean, I had originally brought to the Chairman that
14
15 we ought to have an independent look at this issue
16
17 which, and he agreed, ultimately led to his decision to put out a
18
19 requirements memo to the staff. I think it was my
20
21 expectation we would be briefed as we were going
22
23 along, not just have a work product that was complete
24
25 and we would get that.

26
27 In addition, I'm curious and I would be
28
29 interested to find out who you're using as a
30
31 benchmark, some of the entities you're benchmarking
32
33 because that may help inform --.

34
35 COMMISSIONER MCGAFFIGAN: Why don't you tell
36
37 us. Where are you headed?

38
39 MS. SILBER: We talked with them this week
40
41 and actually we have -- we have identified a number
42

1 of possibilities. We haven't talked to the agencies
2
3 yet. So at this point, I don't want to identify
4
5 specifics.

6
7 COMMISSIONER MCGAFFIGAN: Lest they say no, because
8
9 you identified them in public.

10
11 MS. SILBER: No, or they may not be
12
13 available and we don't want to put them on the spot.
14
15 But we had a set of criteria that we used. A lot had
16
17 to do with how they were rated this year in their IG
18
19 reports in terms of whether they had a satisfactory
20
21 or acceptable or poor program. As well as a lot of
22
23 other criteria and I'll be glad to share that
24
25 information with the Commission right after this
26
27 meeting.

28
29 COMMISSIONER MCGAFFIGAN: When is the
30
31 progress report due?

32
33 MS. SILBER: We talked with them and we're
34
35 expecting to meet with them some time in late March.
36
37 In fact I'm meeting with them in two weeks for an
38
39 update briefing.

40
41 And at that time, we're going to talk about
42

1 setting something up with the Commission.
2

3 I would hope we could do the first update briefing in
4
5 April.
6

7 COMMISSIONER MCGAFFIGAN: Okay.
8

9 Commissioner Merrifield?
10

11 COMMISSIONER MERRIFIELD: Well, I'm going
12
13 to use up the rest of your time and switch over to
14
15 mine. As a final one, as a final one on that, Jackie
16
17 can take sort of a take-home. I would like to
18
19 discuss this matter with you at some time not too far
20
21 after this meeting because I may want to get some
22
23 more updated information. Okay.
24

25 Switching over to my time. Going back to
26
27 Slide 11, you spoke about the web page for
28
29 communicating during emergencies. And I'm wondering
30
31 -- and this may be a detailed question and you may have
32
33 to get back to me on. But I'm wondering for what
34
35 volume of inquiries that is built for?
36

37 MR. BAKER: I can't tell you the exact
38
39 number. However, when I asked my staff, they said
40
41 basically an unlimited number and I challenged them
42

1 on that, and they said, well, extremely high.

2
3 COMMISSIONER MERRIFIELD: You were right to
4 challenge your staff, but you can tell them a
5 Commissioner would like to know as well.
6
7

8
9 MR. BAKER: Well, we can get you a number,
10 but they told me in their opinion, we would not reach
11 that number.
12
13

14
15 COMMISSIONER MERRIFIELD: So you're going
16 to come back and tell us that if in a worse case
17 scenario, it's not going to crash our server?
18
19

20
21 MR. BAKER: That is what they told me, but
22 we can try to get you --
23
24

25 COMMISSIONER MERRIFIELD: I would like to
26 have that level of assurance if we're going to be
27 using this as a communications tool.
28
29

30
31 MR. BAKER: We considered that also, I'll
32 tell you that.
33
34

35 COMMISSIONER MERRIFIELD: All right.
36
37 Going to slide 12. You spoke of the
38 American customer satisfaction survey.
39
40 We got a 70%. They thought first year good job,
41
42

1 pretty good start vice other folks that they reviewed.

2
3 What were the areas they thought we could improve?

4
5 MR. BAKER: I don't have that level of
6
7 detail with me. We can get you that level of detail.

8
9 COMMISSIONER MERRIFIELD: Okay. I'd be
10
11 interested in understanding that. I'd like to put
12
13 some meat on that particular comment.

14
15 And let's go to Slide 16, Time and Labor.

16
17 MR. BAKER: Yes.

18
19 COMMISSIONER MERRIFIELD: This is one where
20
21 you intimated we may not have continuing service on
22
23 our hardware. We may have a software problem.

24
25 MR. BAKER: Well, can I just give you more
26
27 detail?

28
29 COMMISSIONER MERRIFIELD: Yes.

30
31 MR. BAKER: Okay. Basically where we are
32
33 with this particular software package, we cannot put
34
35 in new hardware because the new hardware runs on a
36
37 new operating system and the old software won't run
38
39 with that operating system.

40
41 Now, I have talked to the CFO.
42

1 COMMISSIONER MERRIFIELD: Sort of a Catch-22.

2
3 MR. BAKER: They are exploring moving to a later
4
5 version of the software, which will then let us
6
7 update to a later version of the software, I'm sorry, hardware.
8
9 And I'm not sure what their schedule is, but that's
10
11 what they're working on.

12
13 MS. SILBER: And just one clarification,
14
15 you know, it's entirely appropriate that we
16
17 raise this issue with you.

18
19 Certainly legacy systems are a big concern that we
20
21 have about continuing to support it.

22
23 But both the OIS team and the CFO organization are
24
25 taking this seriously and looking at what do we have
26
27 to do. And Ed mentioned earlier, there are outside
28
29 vendors you can go to. So, I don't think
30
31 what we're saying here is we won't have HRMS.
32
33 That's not a position we never want to --

34
35 COMMISSIONER MCGAFFIGAN: Are we going to
36
37 get paid?

38
39 MS. SILBER: But we are definitely working
40
41 at the solution. It's just that in these particular
42

1 situations, you have to do a lot more to give
2
3 yourself the assurance that the system will operate.
4

5 COMMISSIONER MERRIFIELD: Yeah, I mean,
6
7 what I was going to say we can talk all about
8
9 different services and servers and systems. But at
10
11 the end of the day, the number one -- one of the
12
13 major issues that motivates our people around here is
14
15 making sure they get paid on time and that's
16
17 certainly one thing we can't afford, no pun intended,
18
19 to ignore.
20

21 MS. SILBER: Right.
22

23 COMMISSIONER MERRIFIELD: Well, I won't ask
24
25 the -- I won't expect you to give me the following
26
27 answer. But you can do it later on.
28
29 You know, what is it going to cost and how long is it
30
31 going to take us? And perhaps if you folks can
32
33 provide that in greater detail after the meeting.
34

35 MR. BAKER: We will consult with the CFO
36
37 and give you an answer.
38

39 COMMISSIONER MERRIFIELD: You know, we're
40
41 in mid cycle time. If it's something that we need to
42

1 take a look at in terms of recalibrating the
2
3 Commissioner's priorities, this may be one worth
4
5 considering or not.

6
7 And that brings me really to my last one,
8
9 which is a comment. You mentioned HSPD-12, which was
10
11 an initiative to require the Federal departments and
12
13 agencies to come up with a uniform identification
14
15 system. And this has been a personal issue for me.
16
17 I think to our credit, our staff, both OIS staff as
18
19 well as the folks in NSIR, we're trying to do what
20
21 they could to come up with a system that would
22
23 provide us a level of security on our ID's, ID's
24
25 which we have right now that work pretty well.

26
27 The rest of the Government is waiting for OMB'S
28
29 guidance on that, which I trust we still are.
30
31 In the absence of that going forward didn't seem to
32
33 make a whole lot of sense, since it appeared it was
34
35 going to cost us somewhere in the neighborhood of
36
37 \$3,000 an ID to convert.

38
39 So I think it was right for the staff to
40
41 bring that to the Commission and I certainly would
42

1 credit similar situations, if you all think we're
2
3 going down the road and it's going to cost us too
4
5 much, the Commission should be informed so we can
6
7 make that political decision as we have to make it.

8
9 So I do want to put that into the record.

10
11 We did not move forward and I thought that was the
12
13 right thing to do. That's all I've got.

14
15 COMMISSIONER MCGAFFIGAN: On Commissioner
16
17 Merrifield's time, I'll just note that I agree with
18
19 Commissioner Merrifield, but I also note that the
20
21 cost -- looking in the Federal pages of various
22
23 publications, those who are trying to proceed at pace
24
25 seem to be lost and there are privacy issues and
26
27 there's all sorts of issues that haven't been worked
28
29 out yet. Is that accurate?

30
31 MS. SILBER: That's very accurate and I
32
33 think what we have gained by taking this approach is
34
35 that we're going to learn or at least we're going to
36
37 benefit from the learning of others that are out
38
39 front, and as you said --

40
41 COMMISSIONER MCGAFFIGAN: One of the issues
42

1 is how much information you try to put in the badge
2
3 versus how quickly somebody's reader can possibly
4
5 process that information and the purists want vast
6
7 amounts of information on the badge, and the people
8
9 who actually have to let people in the buildings are
10
11 saying, well, we sort of like to let more than one
12
13 person a minute in, you know.

14
15 MS. SILBER: And there are still issues
16
17 right now, with whether or not there will be
18
19 contractors ready to provide the software and
20
21 hardware. That's still being worked, which was
22
23 another thing we thought was going to be the case
24
25 around this time.

26
27 COMMISSIONER MCGAFFIGAN: Okay, well,
28
29 Commissioner Jaczko.

30
31 COMMISSIONER JACZKO: I intend to use the
32
33 Chairman's time.

34
35 [Laughter].

36
37 I had a question on Human Capital.
38
39 This was something that came up at the recent
40
41 Commission meeting we had on human capital
42

1 initiatives. Jim McDermott there was talking a
2
3 little bit about some of the difficulties in the IT
4
5 area, particularly, how do we deal with getting the
6
7 right people with the right skills when those skills
8
9 are almost probably obsolete as soon as we get
10
11 through the process of hiring people sometimes.
12
13 And one of the things he talked about there was the
14
15 concept of contingent hiring or what he called
16
17 project-based hiring.

18
19 So the idea being that it may make more sense to hire
20
21 people on a short-term basis than to hire people for
22
23 long term and have to spend a lot of resources in
24
25 terms of training.

26
27 So I wondering if you could talk a little bit about
28
29 how you see that playing out for your office and what
30
31 kind of ideas you have got in that area?

32
33 MR. BAKER: We haven't used -- or at least
34
35 the terminology project-based hiring.
36
37 However, we have used term hiring, and we have hired
38
39 people for two-year terms, four-year terms and
40
41 basically the four-year term is the longest that you
42

1 are allowed to do that. And so we have used that.

2
3 And in particular, as we're reacting to the
4
5 penetration test results that we have and the actions
6
7 that we see we need to do to correct those things.
8
9 We are looking at term employment for that activity,
10
11 the issue being I can hire contractors, but I still
12
13 have to have someone who is knowledgeable to manage
14
15 the contractors.

16
17 So we are looking at term employment for that kind of
18
19 work. I think that matches in terms of the intent,
20
21 even though the terminology is different.

22
23 COMMISSIONER JACZKO: And that is -- do you
24
25 see that as something that's going to increase in the
26
27 future or potentially decrease?

28
29 MR. BAKER: Where it's appropriate, we will
30
31 continue to use it. At this point, I don't know that
32
33 I can forecast whether it will increase or not.
34
35 I mean, it's increasing in the next two years.
36
37 We'll have to see where it goes from there.
38
39 Part of it is what's the term of the work you're
40
41 going to do?
42

1 And I would completely agree with you, if you have
2
3 got a project that's two years long, then that seems
4
5 appropriate.

6
7 So we're trying to make a match.

8
9 COMMISSIONER JACZKO: The next question I
10
11 want to focus a little bit on -- you talked a lot
12
13 about new reactors in a lot of various meetings
14
15 recently so I guess I couldn't let this meeting go
16
17 without talking about that.

18
19 I'm just wondering where you see some of the
20
21 challenges in dealing with new reactors, getting
22
23 staff prepared to handle some of the new work that
24
25 will come with that. I guess the question ultimately
26
27 is, do you see that there being more of a challenge
28
29 with our existing systems, being able to handle the
30
31 work load or getting people to get on new systems to
32
33 be able to handle that additional work load?

34
35 MR. BAKER: Well, if I use the experience
36
37 with the meta system, which is the electronic system
38
39 we set up for high-level waste. There are issues in
40
41 my office and moving forward, you know, developing
42

1 new business processes.

2
3 There are offices with the customers
4
5 in terms of changing their processes to be able to
6
7 parallel process 11 licenses versus a lesser number.

8
9 So I think from the experience that we have got with
10
11 high-level waste, it turned out to be fortuitous.

12
13 We have done that training in terms of how the system
14
15 works. But as you look at that, you have to match
16
17 what the system can accomplish, what the system can
18
19 offer, and then do the trade-offs between that and
20
21 your current business process. And where does it
22
23 make sense to reach that compromise?

24
25 So I do see that as a challenge going
26
27 forward.

28
29 MR. REYES: Yeah. First of all, we just
30
31 sent you the FY-06 mid year budget allocation, and
32
33 you're going to see there a list of what are called
34
35 infrastructure activities that are related to new
36
37 reactors, but the bulk of them are on Ed's office and
38
39 that's a way to try to get ahead of this work load
40
41 that's coming to us. ASLB is looking at that system
42

1 to try to use it. They were going to be trained.

2
3 They will that experience with high-level waste and
4
5 they are trying to see, can we just use it also for
6
7 new reactors.

8
9 So, that would be in my mind a significant gain if
10
11 they can do that.

12
13 MR. BAKER: Another good example is the
14
15 automated capture of e-mail.

16
17 You know, if you look at the problems that we had
18
19 with the volume of comments that we got on the
20
21 early site permits. Certainly if we can automate
22
23 that process to get those documents into ADAMS, that's
24
25 going to really help the licensing staff.

26
27 And, you know, that's one where we can probably do
28
29 that with smaller changes to the business process
30
31 improvement. So, I think there are opportunities.

32
33 Anytime, though, you try to put a staff through
34
35 change, there are challenges.

36
37 MS. SILBER: And I think the examples that
38
39 Ed just shared with you have come to our attention
40
41 and we're deal being them because the support offices
42

1 and NRR are working very closely, as early as possible
2
3 to identify what might the needs be.
4

5 Does automation help? I mean, all of the support
6
7 offices as you well know are looking at these.
8

9 But I think it's because of that early engagement on
10
11 infrastructure issues that we have identified things
12
13 that we're now working on for solutions.
14

15 COMMISSIONER JACZKO: Thanks.
16

17 COMMISSIONER MCGAFFIGAN: Commissioner Lyons?
18

19 COMMISSIONER LYONS: Ed, you mentioned that
20
21 we don't have a contractor network support outside of
22
23 the core hours, outside of regular working hours.
24
25 And you also mentioned that you were recommending
26
27 that that change. I just want to mention that I
28
29 concur with your recommendation. I think that's
30
31 probably going to be more and more important, as you
32
33 suggested. So, I think that's a good idea.
34

35 You highlighted that we block perhaps 10,000 viruses
36
37 a month and you said the number that get through are
38
39 few. Any idea how many that few is?
40

41 And are the few that get through indicative of cases
42

1 where we haven't updated software frequently enough?

2
3 Or, is there a generic reason why some do get
4
5 through?

6
7 MR. REYES: Don't reveal any secrets?

8
9 MR. BAKER: Is that something I can
10
11 get back to you on because we would have to go back
12
13 and take a look and see. I mean, I can tell you the
14
15 types of things, but I wouldn't necessarily be
16
17 inclusive at whether it comes in on a disk or whether
18
19 is comes through the fire wall and gets past the
20
21 filter. We'd have to look and see what actually the
22
23 causes are.

24
25 COMMISSIONER LYONS: That really was my
26
27 question, whether it's people inadvertently bringing
28
29 it in.

30
31 MR. BAKER: Right. Let us get back to you
32
33 on that one.

34
35 COMMISSIONER LYONS: You mentioned
36
37 installation of the Groupwise 6.5. As Jackie has
38
39 heard me say too often, I'm not a fan of Groupwise.
40
41 Are we quite certain that upgrading Groupwise instead
42

1 of getting rid of Groupwise is really --

2
3 MR. BAKER: Well, I can tell you where we ended
4
5 up at the last budget and that the Commission
6
7 approved \$250,000 for moving to Microsoft Office,
8
9 and that basically lets us plan. Then we told the
10
11 Commission at that time we would be putting more
12
13 money in for the transition. But given prior budget
14
15 decisions, that's where we are.

16
17 MS. SILBER: Well, we also have to
18
19 be careful because moving to Microsoft Office doesn't
20
21 address your question. I'm sorry, did I get ahead of
22
23 you Ed -- because the backbone, the Groupwise would be a
24
25 separate effort if you wanted to move to Microsoft as
26
27 your infrastructure. And I understand you're right.
28
29 We have talked about it a lot.

30
31 I think I have shared with all of you that
32
33 whenever I go out and talk to the interns, it's the
34
35 first question they ask me, why on earth does this
36
37 agency use something other than Microsoft?
38
39 It's what people are using in most cases. So, I
40
41 think it is something we'll look at.
42

1 Although I will tell you we find some real advantages
2
3 to Groupwise, I think the Commission will have to
4
5 weigh the pros and cons on that.
6

7 COMMISSIONER LYONS: I think you can guess
8
9 which way I'm going to weigh in.
10

11 [Laughter]

12
13 You described the Decision Lens program and
14
15 I have used similar programs and found them to be
16
17 very, very useful. But I have used them in
18
19 environments where we didn't have concerns from FOIA.
20
21 Have we thought through how a program like Decision
22
23 Lens in which one essentially catalogs the evolution
24
25 in a decision path? Have we looked at the
26
27 intersection of that type of a system with FOIA
28
29 issues in the agency? And hopefully we have.
30

31 MR. BAKER: We have been using it so far in
32
33 our budget process. And as you know, the budget is
34
35 not released until after the President submits the
36
37 budget. And so in the end, what you have got is a
38
39 number of drafts that end up in a final document.
40
41 And I'd have to turn to Karen for legal advice on the
42

1 issue of using that.

2
3 COMMISSIONER LYONS: I agree that's your end
4
5 product. But there is a whole lot more somewhere in
6
7 the system is my concern.

8
9 MS. SILBER: And I think the short answer
10
11 to your question is, we really haven't looked at
12
13 that. It's been used only in OIS for their process.
14
15 So, it's been a very local application until we had
16
17 some view as to whether it provided value.

18
19 But that's a good point and, Ed, you can correct me,
20
21 But I don't think we have really looked at that issue
22
23 yet.

24
25 MR. BAKER: Not specifically.

26
27 COMMISSIONER LYONS: Do you want to
28
29 comment, Karen?

30
31 MS. CYR: I mean, it's in some ways no
32
33 different than creating any kind of work in progress.
34
35 The preliminary drafts don't need to be kept for FOIA
36
37 purposes. But if it does track, if it does trip the
38
39 definition of a record at some point when it gets to
40
41 the point where it's reason is being shared as an
42

1 interim draft and it's being shared at a certain level that trips the record keeping
2
3 requirements, then you'd have to have some kind of
4
5 output that you could keep.

6
7 We have obviously an electronic
8
9 record keeping system, so you can keep whatever your
10
11 electronic version of that. But from the way you are
12
13 describing it, it's not clear to me that you would
14
15 get to whatever the final product is.

16
17 It's just that you are looking at different drafts of
18
19 a process going through that, that you would have not
20
21 necessarily created in your own records. But you
22
23 would look at it in a sense no differently than you
24
25 would in terms of analyzing any other document
26
27 creation process to determine where you are, whether
28
29 that's something that must be kept for FOIA purposes.

30
31 COMMISSIONER LYONS: I asked this partly
32
33 because you also made the comment about perhaps
34
35 changes in ADAMS too. I don't remember what words
36
37 you used, but perhaps automatically and or e-mails,
38
39 that isn't the word you used, but it was some way of
40
41 more rapidly or more efficiently getting e-mails into
42

1 ADAMS.

2
3 I was just hoping that in this whole
4
5 process with a tool like Decision Lens, you could
6
7 carefully evaluate whatever the issues may be as you
8
9 get into this.

10
11 MR. BAKER: We certainly will do that.

12
13 The term I used was capture of e-mail and there are
14
15 two different ways of looking at that. Either you
16
17 provide a way for the staff to click on a button and
18
19 easily transfer something which there's a conscience
20
21 decision that it is an official record and it goes
22
23 in. The other mechanism is you set up some sort of
24
25 screening software that would do that. And so, there
26
27 are a number of different ways of looking at that
28
29 process for capturing e-mail.

30
31 COMMISSIONER LYONS: Thanks.

32
33 COMMISSIONER MCGAFFIGAN: I'm going to use
34
35 the Chairman's prerogative. We'll have a brief second
36
37 round if people are interested. I'm interested.
38
39 So, let me just ask a quick question and I'll see if
40
41 my colleagues want to use the time.
42

1 The maintaining legacy systems operable and the
2
3 planning and prioritization for current and future
4
5 IT/IM business needs are obviously connected.

6
7 How do you get the offices to focus on the fact that
8
9 they're on version 7.5 and 8.5 is where the vendor is
10
11 and now we have got archaic software, and hopefully
12
13 got to plan long before we get to that point.

14
15 But how do you enforce that in the budget
16
17 process? Does the EDO have to send out sort of
18
19 reminder notes? I note your system is getting to be
20
21 six years old and that's, you know, the dinosaur era.
22
23 And I expect to see in your budget
24
25 formulation, even though it's not sexy, it ain't
26
27 advance reactors, it ain't something else. I expect
28
29 to see a significant wedge of money for replacing
30
31 that system.

32
33 How do you force the busy offices who are
34
35 focused on programs, to actually focus on the fact
36
37 that they're going to lose their software?

38
39 MS. SILBER: Well, I think -- what we have
40
41 done up until now is what I would describe as a
42

1 dialogue, and I will tell you that a sponsor who is
2
3 in that situation is just as interested and just as
4
5 anxious to solve the problems as we are.
6

7 COMMISSIONER MCGAFFIGAN: Once they figure
8
9 out they're in it.
10

11 MS. SILBER: Right, right. And I will tell
12
13 you that Ed reaches out and communicates with
14
15 sponsors when he sees these kinds of issues, and, you
16
17 know, we offer help in those areas. The other thing
18
19 is I mentioned earlier, the IT Advisory Council that
20
21 has existed for some time, but the word I used was
22
23 reinvigorate and I think that's what we're seeing and
24
25 that brings all the right people to the table to talk
26
27 about some of these issues as we start to talk about
28
29 what should get funded this year, what kind of
30
31 planning needs to happen.
32

33 The other thing is that in the last, I
34
35 would say four to five years, both OIS and the
36
37 offices, we have just gotten smarter over time from
38
39 learning about how to do the capital planning. And I
40
41 think in that process we see a lot of it as well.
42

1 COMMISSIONER MCGAFFIGAN: Well, do we have
2
3 the -- does the Office of Administration, have an
4
5 annual meeting with us or they do not?
6

7 MS. SILBER: They do not.
8

9 COMMISSIONER MCGAFFIGAN: My last question,
10
11 Jackie, is out of the OIS business. Where are we with
12
13 GSA? You heard me address it last week.
14
15 Luis heard the Commissioners beg Senators for help
16
17 last week. Why don't you give us the latest update
18
19 as to where we stand, both in terms of
20
21 getting the people down to Bethesda, not that we want
22
23 them to, but we have to as an interim measure, the
24
25 intermediate measure, the long-term measure.
26
27 And that's it.
28

29 MS. SILBER: I'm going to start with the
30
31 long-term and work back. In the long term, we have
32
33 had some meetings with GSA.
34

35 I have been involved, Tim Hagen has been
36
37 involved, the staff has been involved. GSA has been
38
39 extremely helpful to us in this process.
40

41 They face a number of challenges. One of the
42

1 challenges they face is that there's something that
2
3 is the prospectus process and that goes to Congress
4
5 for approval. And they're usually planning four
6
7 years out so that the projects they bring to their
8
9 oversight committee this year are really looking at
10
11 projects for 2010.

12
13 COMMISSIONER MCGAFFIGAN: Their oversight
14
15 committee is Governmental Affairs or EPW –

16
17 COMMISSIONER MERRIFIELD: EPW.

18
19 And we picked the right -- I mean, part of what --
20
21 I'm sorry, not to interrupt. Part of the issue we're grappling with
22
23 isn't necessarily that GSA isn't being helpful,
24
25 there are statutory requirements they have to deal
26
27 with and that's really part of the issue.

28
29 MS. SILBER: But I will tell you we met with
30
31 them within the last three to four weeks and they
32
33 have already been back to us to tell us they have
34
35 gotten an agreement to go at what they call out of
36
37 cycle to put our proposal in to get it in this year's
38
39 prospectus review.

40
41 They are working with us and they turned
42

1 around guidance for us in 48 hours. They turned
2
3 around a review of the language we gave them in 48
4
5 hours.

6
7 So, I have to say that they are being very
8
9 helpful. As Commissioner Merrifield said, they do
10
11 have certain statutory issues and these are the ones
12
13 I think you raised with our oversight committee.

14
15 One is the issue of the prospectus and I think they
16
17 have helped us to be creative to deal with that.

18
19 The other issue is how wide your area of competition
20
21 has to be and there are certain restrictions they
22
23 have to work under.

24
25 And again, we have given them a lot of
26
27 documentation and they are working with us to try to
28
29 accommodate what we think is a valid need to make
30
31 sure that we keep any significant growth within this
32
33 campus or very close to it.

34
35 So those are the two challenges they have on the long
36
37 term. As far as what we're calling the intermediate
38
39 requests, again, they have been really effective in
40
41 working with us. They are putting the requirements
42

1 out and they have a process that goes out every
2
3 month.

4
5 So they're putting requirements out this
6
7 month. It closes mid April. So that by then they'll
8
9 have responses back from organizations that have
10
11 space within a reasonable distance, for an interim
12
13 solution. They have done a lot of work with us on
14
15 market research, so we have an idea of what that
16
17 might be.

18
19 But until the competition is conducted, we
20
21 won't know for sure. And the effort that I left for
22
23 last, which is Bethesda, that's been challenging.
24
25 And a number of things have occurred --.

26
27 COMMISSIONER MCGAFFIGAN: Also the most real of
28
29 these efforts.

30
31 MS. SILBER: Yeah, that's true.
32
33 But we're hoping we learn too so that we start to
34
35 anticipate some of these things. So, that is not
36
37 going as quickly as we had originally envisioned.

38
39 We're now looking at space available in
40
41 June to move people from the training center here to
42

1 Bethesda. But I will tell you that Tim Hagen and the
2
3 Office of Administration have plan b, c, d and e. So
4
5 that new hires will have space and summer hires will
6
7 have space.

8
9 We have made very clear to the offices,
10
11 don't let space be the reason you don't hire and make
12
13 offers.

14
15 I mean, among other things, I will tell you
16
17 that Tim has staff that go out through these buildings on
18
19 a weekly basis and count vacant offices.

20
21 To know where they can put people in the interim.
22
23 So, it may not be ideal, but we have back-up plans.

24
25 MR. REYES: And this is just a symptom of
26
27 the growth that we're seeing and how our systems such
28
29 as budget and space and all that match what's
30
31 happening in our environment. We have been told this
32
33 week that there will be an announcement of a further
34
35 number of plants and we had -- I had no idea on that.

36
37 So it's going to be a significant addition
38
39 to our work load in terms of types and numbers.

40
41 So we're just going to have to talk a lot
42

1 internally about trying to anticipate as much as we
2
3 can because our processes are not that fast.

4
5 COMMISSIONER MCGAFFIGAN: With those brief
6
7 questions, Commissioner Merrifield, do you have any
8
9 questions?

10
11 COMMISSIONER MERRIFIELD: I think we used far
12
13 more than the Chairman's allotted time.

14
15 COMMISSIONER MCGAFFIGAN: Creative use of time.

16
17 COMMISSIONER MERRIFIELD: I've got to go in a
18
19 few minutes to catch a plane, but I'll make two
20
21 editorial comments. One, regarding Tim Hagen.
22
23 I know he's been working hard with the folks at GSA
24
25 to deal with Bethesda. You mentioned backup plans, A
26
27 through E. I'm hopeful we will not have to use a
28
29 cat-in-the hat approach to go further than that.

30
31 MS. SILBER: As am I.

32
33 COMMISSIONER MERRIFIELD: The other comment
34
35 is related to our decision on various software
36
37 packages and systems that we use
38
39 here and recognizing Commissioner Lyons' concerns
40
41 about going with a Microsoft product.
42

1 You know, there are occasions where we may or may not
2
3 have been on the right horse.

4
5 But I would say to put things in a positive
6
7 way. We do have a lot of challenges, but I would say
8
9 for an agency, certainly of and agency of our size
10
11 and even for agencies much larger than us, setting
12
13 aside agency's whose purpose in life is to gather
14
15 intelligence.

16
17 I would say the host of computer systems we
18
19 have here are probably sophisticated in their
20
21 breadth as many, many other agencies and while there
22
23 are challenges that we grapple with, I think the
24
25 staff is to be credited with having to manage a whole
26
27 lot of programs and a lot of legacy systems.
28
29 They are very important for meeting our health and
30
31 safety missions. And we may bash on you, on one here
32
33 and there, but in the main, there is a lot of work
34
35 you have and a lot of things you have to keep track
36
37 of and I certainly respect and appreciate all the work
38
39 that your staff does to make that happen.

40
41 MR. BAKER: I thank you for that
42

1 comment for my staff.
2

3 COMMISSIONER JACZKO: I will just briefly
4
5 follow up on Commissioner McGaffigan's point. Bottom
6
7 line for the long term goal, what's the earliest date
8
9 we can have all those things done?
10

11 MS. SILBER: For the long-term goal, we are
12
13 looking at January of '08. Having what we're calling
14
15 kind of the permanent solution of something --.
16

17 COMMISSIONER JACZKO: Having that be open
18
19 and available or?
20

21 MS. SILBER: Open and available.
22

23 COMMISSIONER JACZKO Thanks.
24

25 COMMISSIONER MCgaffigan: Commissioner
26
27 Lyons?
28

29 COMMISSIONER LYONS: I will let
30
31 Commissioner Merrifield catch his plane. I'm done.
32
33 But I do second his comment thanking the staff.
34
35 Thank you.
36

37 COMMISSIONER MCGAFFIGAN: Well, thank you
38
39 very much. It's been a good briefing. As I said at
40
41 the outset, I think you have come a long way.
42

1 Unfortunately, we and our friends at OMB think of new
2
3 and wonderful new ways to challenge you and we
4
5 look forward to seeing you again next year with a lot
6
7 of the current challenges addressed and new
8
9 challenges to address.

10
11 With that, I close the meeting. Thank you.
12
13