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UNITED STATES NUCLEAR REGULATORY COMMISSION
PROTECTION OF THE NRC INFORMATION TECHNOLOGY
INFRASTRUCTURE AND RELATED TOPICS

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MONDAY

December 15, 2008

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The Commission convened at 1:00 p.m., the Honorable Dale E. Klein, Chairman
presiding.

NUCLEAR REGULATORY COMMISSION

DALE E. KLEIN, CHAIRMAN

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NRC STAFF

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Management

PAUL RICKETTS, Senior IT Security Officer, FISMA Compliance

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JOSEPH HOLONICH, Director, Information and Records Services

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THOMAS BOYCE, Director, Office of Information Services

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P-R-O-C-E-E-D-I-N-G-S

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CHAIRMAN KLEIN: Good afternoon. This is part one of a two-part hearing. We'll later go to a closed meeting. We're here to hear about the infrastructure and FISMA. You can articulate what FISMA stands for later.

6

It's important I think we should note two successes that we closed out two issues on the FISMA compliance. So that's a good news story. We'd also like to recognize that Ray Caruso has joined on the disaster recovery, so that's also a positive sign.

10

I think the challenge we always have in the IT area is how can we maintain our security but yet let our employees do what they need to do. That's always a challenge of risk benefit.

13

And so we'll hear about our IT activities today. Any comments before we start? Well Darren would you like to begin.

15

MR. ASH: Chairman Klein, Commissioners, thank you for the opportunity to brief you today, I'll keep my remarks very brief because we have a lot of material to cover. Our intent is to talk about our compliance with the Federal Information Security Management Act, and the significant progress we've made in the last year since we last brief you December 2007 and also provide an update on our IT modernization activities. This is an update to a briefing we provided to the Commission back in May.

22

With that, I'm going to turn it over to Mr. Paul Ricketts and go into the

1 FISMA discussion.

2 MR. RICKETTS: I'm a new employee here at NRC and glad to be
3 here. FISMA, we are here to provide an update on the agency's FISMA status,
4 where we are, where we plan on going and how we can continue to improve the
5 security posture of this agency through FISMA and other means.

6 On the first slide, FISMA Update Overview, in the past we targeted
7 implementation of the NRC IT security program through the creation of the
8 Computer Security Office which was established last year before I got on board,
9 with the primary emphasis focused on FISMA compliance at that moment in time.
10 Next slide, please.

11 At present we are currently doing the planning, directing and overseeing of
12 our IT security program and hoping to continue to mature the CSO capability as
13 we move forward. Next slide.

14 In the future, what we're looking at is the continuous maturing of the
15 program, and we're hoping to seek more efficiency through C&A process, which is
16 a risk management tool that we use, hoping to get some more technical
17 capabilities in to automate some of our auditing capability, enhance those
18 capabilities and hopefully to complete the policies and continue to provide those
19 type of training that are necessary. And ensuring that proper reporting gets done
20 at least quarterly.

21 Some of the things that we have started and we have initiated here and
22 have talked about is the enterprise risk assessment which we deemed necessary

1 for us to understand, try to get a very good understanding of the risk tolerance of
2 the agency.

3 Another thing is the situation awareness capability. We're looking at
4 constructing something more viable, something that we can reach out to the
5 community more effectively, be more responsive in nature as we move forward.

6 Next slide.

7 And as we go forward, we're looking at quarterly compliance review
8 processes. What this entails is reaching out to each one of the system owners as
9 we move forward, and sitting down with them to get a better understanding of
10 where we are, how we can improve, how they can improve in responding to a lot
11 of the FISMA requirements, as well as mitigating any kind of known vulnerabilities
12 that might exist at that time.

13 We also plan on expanding the role base training effort in which to ensure
14 that we incorporate a lot more folks within our role based training.

15 Not only awareness training, but to provide specific training for system
16 administrators as well as what we call our Information System Security Officers,
17 who are responsible for ensuring that the system is being maintained in a secure
18 fashion. We're also moving into integrating security within our architecture.

19 One of the things is developing security architecture and working closely
20 with OIS to ensure those things are taken care of. Documenting the Information
21 Security Strategic Plan. This is one of the initiatives that came out, I guess from
22 the Chairman himself or the Commission.

1 We're working at that and moving forward and documenting a proper
2 Information Security Strategic Plan at this time.

3 Another great initiative that we're looking at is the establishment of what we
4 call the Information System Security Officers framework.

5 Developing a forum and establishing a good training program forum so we
6 can utilize them throughout the agency to help us enhance our security posture
7 and to relieve some of the technical jargon from some of the system owners who
8 really do not understand.

9 These folks will be our focal point to ensure that security is being looked at
10 all times as we move forward. Next slide, please.

11 Accomplishments: As we stand here today, we can say, well, I'm happy
12 that you guys established a CSO office, because that's who I work for now. This
13 was authorized by the Commission in November of 2007.

14 The new office reports the Deputy Executive Director for Corporate
15 Management, Darren Ash. Next slide.

16 This is also headed by my boss, Patrick Howard, as the Chief Information
17 Security Officer. He came on board back in March of this year, and we have
18 enjoyed his leadership tremendously. We are currently fully staffed here with 14
19 FTE personnel. Next slide.

20 Other accomplishments, material weaknesses that were noted during the
21 IG report of 2007, we were able to get those removed as noted within this year's
22 IG report. The two certification and accreditations as well as the contingency

1 planning, the IG found us to be satisfactory in certification accreditation.

2 Finally the contingency planning, we're at 97% to 100% complete.

3 Continuing with that, in FY-08 the audit reflects that 50 percent of our FISMA-
4 reportable systems are authorized to operate.

5 This is four times the number completed in the two previous fiscal years
6 and 100% of reportable systems have contingency plan testing. Other advances,
7 in the next slide, we have 100% of the FISMA-reportable systems now
8 categorized. That was also an audit finding previously.

9 And 100% of NRC owned and operated systems have completed annual
10 testing of security controls, which is another annual FISMA security requirement.

11 Next slide.

12 Other advancements: As we go through our accomplishments, the staff
13 augmentation of the contracts that were awarded to support the CSO and other
14 program offices as well has greatly improved the CSO processes and really
15 enhanced our capabilities as we move forward.

16 Without these staff augmentations through contract service and support,
17 most of the tasks that we got accomplished would not -- we would not have been
18 able to do them without those types of support.

19 We also have the Strategic Plan Steering Committee which was
20 established, and currently the information systems security -- Information Security
21 Strategic Plan is currently under development, and we're hoping to get that done
22 sometime in FY 2009, hopefully q-3, third quarter of 2009. Next slide.

1 Other advancements, we have done some other authority -- we have since
2 had others since the last FISMA report that have received authority to operate.
3 Two of them actually have been signed and two of them we already briefed the
4 DAAs. So, we believe a total of four have since been ATO'd since the last FISMA
5 report. Next slide, please.

6 COMMISSIONER JACZKO: That includes national source tracking?

7 MR. RICKETTS: Yes, sir. Certification and Accreditation: For FY 2009 we
8 have identified some gaps as we move forward in certifying and accrediting of
9 systems. We have right now, the correct number should say ten FISMA reportable
10 systems remaining because we have just completed one here. The funding for
11 C&A work for 8 systems in the quarters two and three are also identified as gaps
12 because we're currently under the C.R., as you know.

13 The funding that we have requested for 2009 is one of those things where
14 we might not -- we feel that we might not be able to meet all of those back end
15 requirements when it comes to C&A work if all the funding is not provided to us at
16 this time.

17 Fiscal year 2009 gaps continue. Program office funding for continuous
18 monitoring. Continuous monitoring is what we call the last phase of the C&A
19 process.

20 Once a system has been accredited, authorized to operate, it has to go
21 through a continuous monitoring phase and/or effort. What we're asking the
22 program officers to do is to actually fund their own continuous monitoring effort to

1 include the contingency plan testing, annual security controls testing and a plan of
2 action, in mitigating their plan of action of milestone weaknesses.

3 Other gaps in the funding, we're asking -- we have a concern about funding
4 in allowing us to continue to develop this IT security program to include secure
5 enterprise architecture, digital forensics capability.

6 This is done in conjunction with the Office of Information Services and the
7 Office of the Inspector General as well.

8 Continue with the gaps, we're saying that funding continues on unissued
9 policy and standards and additional role-based training. As we mentioned before,
10 as we try to enhance our security program, these are some of the things that have
11 to be done, especially policy and standards and moving with the role-based
12 training, enhancing our role-based training capability. Next slide, please.

13 What have we done to meet some of these gaps?

14 We have actually gone about utilizing some of the 2008 money that we have.

15 And we certified -- we plan on certifying and accrediting the five systems in
16 q1, which we have done four so far. We have one remaining. Hopefully we will
17 get that out here this month.

18 We've requested program offices to fund their own continuous monitoring
19 effort, which we believe should be done by the system owners.

20 In the next slide, we talk about initiating outreach with other offices
21 requesting funding of remaining C&A effort for 2009.

22 Every opportunity we get we have this outreach program we talk to all the

1 system owners and/or representatives, letting them know that we might be
2 soliciting some kind of funds from them to help us with the back end of our C&A
3 accreditation effort.

4 We have also moved into consolidating seven separate systems into a
5 single infrastructure system which we now call ITI which greatly reduces the
6 number of C&As that would be required. That is one other initiative we have
7 taken. Next slide.

8 FISMA update. What will be different this year? We believe that actions we
9 have initiated will help us to improve the security posture of this agency as we
10 move forward.

11 Some of the things we plan on doing this year is accrediting the remaining
12 major applications and general support systems, which are those FISMA-
13 reportable systems.

14 We want to make sure everyone has completed their contingency plan
15 testing and update their documents by June of 2009. Next slide, please.

16 We also talk about ensuring that everyone completes mandatory annual
17 control testing by June 2009 of next year, and continued use of contractor support
18 to augment CSO staff capability and ensuring that we document best practices to
19 help us improve our processes as we move forward.

20 As we move forward initiate actions to demonstrate further progress, one of
21 the things is to expand the role-based training as we talk about the ISSO forum
22 and those type of things, having key personnel in certain locations, especially in

1 the program offices, if we can expand role-based training to ensure that we
2 provide those types of training, we can definitely improve our IT security posture
3 as well as the processes.

4 Issue the new updated policies like the M.D. 12.5 and so forth. Hopefully
5 we will get that out by next year. And enhance our POA&M process which we
6 have initiated.

7 We have initiated a new POA&M process which we'll be training everyone
8 on within the next coming month. Another thing we're doing is updating the
9 system inventory to include all the security assets. That was a finding by the IG
10 before, so we have taken that action to make sure we close that loop.

11 Of course the ISSO forum I keep mentioning, which would be an important
12 asset to the IT security program. Next slide, please.

13 We believe that all these things that we have talked about doing in the
14 future will greatly enhance our security posture but also help us improve our
15 FISMA compliance score. That's why we're hoping to get the kind of support
16 required to make these initiatives happen.

17 I turn it over to Tom Rich.

18 MR. RICH: Good afternoon. Next slide, please.

19 The agency's IT modernization plans are aligned with the agency's IT/IM
20 Strategic Plan. They are developed from the business needs and drivers that
21 have been identified in the EDO's infrastructure, planning team report, and the IT
22 road map.

1 The findings and infrastructure planning team assessment were briefed to
2 the Commission on May 16, 2008. The IT road map is a communication
3 document that provides vision and high level guide that identifies current and
4 emerging technologies that support NRC business needs.

5 It is a living document and the most recent version covers Fiscal Years
6 2009 through 2013. The road map document lays out dependencies and the
7 sequencing, so that the necessary foundation infrastructure is in place to support
8 the new and emergent technologies.

9 The road map is part of the IT structure and the road map is used to plan
10 our IT budget. Key business drivers. Next slide, please.

11 The recommendations and trends identified in the Infrastructure Planning
12 Team Assessment Report and IT road map can be grouped by the following
13 business drivers. Working from anywhere; getting access; improving productivity;
14 maintaining a robust, efficient IT infrastructure; getting information and doing
15 business during emergencies.

16 I will be briefing you on the first four. Joe Holonich will be briefing you in
17 getting information. And Marvin Bell later in the closed session will be briefing you
18 on disaster recovery. Next slide, please.

19 Working from anywhere: The agency is growing. It is more geographically
20 dispersed and has a shifting work force. The goal is for staff to be able to use the
21 systems and information they need no matter where they're located. Next slide,
22 please.

1 To support this goal, NRC has in replaced legacy video teleconferencing
2 equipment with modern equipment that will eventually support video to desktop.
3 We have provided the ability for staff's personal settings when using CITRIX to be
4 saved from one session to another.

5 For example, your desktop icons, enables you to work with what you're
6 used to working when you're using CITRIX. We've have also provided an external
7 e-mail program called Outlook Web Access.

8 By the end of this calendar year the agency will expand blackberries to 300
9 devices. By the end of next calendar year, the agency will be able to support up to
10 1,000 devices. During this year a loaner laptop program will be established. This
11 program will allow staff to borrow secure wireless laptops to allow them to work
12 while away from the office.

13 Also planned for this year is increase the number of applications staff can
14 access through CITRIX.

15 COMMISSIONER JACZKO: On the 300 to 1,000 on the
16 blackberries, what is the limitation? Is it cost, licenses, physical infrastructure?

17 MR. RICH: Pretty much everything you said. Cost is the least
18 limiting right now. It's building infrastructure to provide the performance and also
19 supporting it out to the Regions and other places. The e-mail system can only
20 support so many at one time before you have to add additional servers and
21 hardware.

22 COMMISSIONER JACZKO: Thanks.

1 MR. RICH: IT modernization, working from anywhere. Planning for
2 the future, we'll have a new IT infrastructure contract or contracts. The current
3 seat management contract expires in Fiscal Year 2010.

4 We are currently gathering the requirements and acquisition strategy for the
5 follow on contract. As best we can we want to ensure the new contract provides
6 continuity, we want to maintain existing services and ensure a smooth transition to
7 the new contract. Expansion, we want to provide better ways of providing existing
8 services and also provide new services as necessary.

9 We also want to make sure we maintain flexibility. We want to allow for
10 more rapid response and emerging business needs. Next slide.

11 Getting access: The goal here is to provide staff secure and timely access
12 to IT systems and information they need. Next slide.

13 In support of this goal, NRC increased the communication bandwidth to the
14 Regions and TTC by fourfold and to the [inaudible] tenfold. We have implemented
15 and managed public key infrastructure. MPKI provides security and ensures that
16 the users of applications are who they say they are.

17 This infrastructure is currently being used to support [inaudible] EIE, remote
18 broadband desktop and will be used for additional applications in the future. Next
19 slide.

20 Currently user information is repeated in several applications and many
21 times is inconsistent. For example, you have many places to get your NRC
22 telephone number. This year we'll be looking for opportunities to centralize user

1 information.

2 Staff can expect to see a single authoritative employee directory that can be
3 accessed in Outlook and available on their blackberries. Next Slide please.

4 In the future staff can expect to see identity access management. Identity
5 access management is about connecting the right people to the right resources by
6 establishing and utilizing trusted identities. This year we expect to complete the
7 business case identity access management. We expect to make further progress
8 towards our vision of single sign-on.

9 We may never get there since some of the applications are not hosted in
10 our agency. For example, iLearn and Employee Express are outside the agency.
11 However, we will continue to reduce the number of log-ons where applicable as
12 we modernize our legacy applications.

13 We have been working towards this goal and you may have noticed you
14 don't have a separate log on for Outlook web access or SharePoint. Next slide
15 please.

16 Improving Productivity. The goal is to provide the infrastructure and tools
17 that allow individuals and group of staff to work efficiently. One of the main drivers
18 is to provide tools that allow staff to more effectively collaborate.

19 The infrastructure planning team identified SharePoint as an enabler for
20 more effective communication and collaboration. They also stated that
21 infrastructure capabilities need updating to more efficiently support team work and
22 collaboration among staff at dispersed location. Next slide please.

1 In support of this goal the NRC has deployed a SharePoint pilot across the
2 agency. SharePoint portals have expanded to address collaborative issues in the
3 agency, including CFO is using it for budget management, ADM for building
4 construction management, advanced procurement planning, invoice process and
5 management. NRC as a whole, for lessons learned, performance management
6 tracking, collaborational documents and scheduling.

7 In addition to SharePoint we have deployed Enterprise Project
8 Management. NRO uses these tools to help technical reviewers manage the new
9 reactor license applications.

10 We have also successfully migrated the entire agency from Novell
11 Groupwise to Microsoft Outlook.

12 In the short term, we'll be working towards moving the SharePoint pilot
13 implementation to production. We'll be finalizing information management and
14 other policies governing the use of SharePoint and will be planning for the
15 necessary support and training. Next slide, please.

16 In the future, we'll be moving towards unified messaging. Unified
17 messaging allows a user to use a common tool like Microsoft Outlook to receive
18 e-mail and manage voice mail and maintain instant messaging conversations.

19 In addition, we'll be implementing what is known as Presence. Presence
20 allows staff or managers to easily identify where other staff are and their
21 availability and how they can be reached.

22 These tools will enhance the ability for teams to communicate regardless of

1 their physical location and help reduce management concerns about
2 work-at-home employees. Next slide please.

3 Maintaining a robust efficient IT infrastructure. The goal is to continually
4 improve the IT infrastructure to improve operational effectiveness and more
5 effectively support agency business needs.

6 Accomplishments: This year NRC has upgraded staff phones so they now
7 have caller I.D. and message waiting indicators.

8 We have refreshed our network with new routers and switches which
9 provides greater capabilities, enhanced security, and supports newer protocols
10 such IPV6. We have also better utilized existing hardware by employing
11 technology such as virtualization. It allows us to consolidate more applications on
12 to one physical server. It helps reduce cooling costs and reduces the number of
13 servers that we have to maintain and operate.

14 We have already seen a reduction in 5% to 10% of the servers in the
15 agency. We currently have over 500 servers.

16 Short term: In the short term we have improved flexibility and network
17 access by appropriately and securely segregating our network to provide safe
18 protected zones for systems to operate in without exposing the agency network to
19 vulnerabilities.

20 A network zone has already been created for Research on the NRC
21 network to provide a safe environment for high performance computing users.
22 We'll be investing other areas where we can provide flexible network access,

1 including utilizing zones to address agency demands for access to restrictive web
2 sites for legitimate purposes and allowing network access to visitors in common
3 work areas such as conference rooms. Next slide.

4 Planning for the future: We will investigate opportunities to improve our IT
5 infrastructure in the new IT contracts. We'll be moving towards centralized
6 computing, make more use of virtualization. We plan on taking 30 production
7 application servers down to three servers in the following year.

8 We'll be planning for the IT needs for the new Three White Flint building.
9 We'll be looking for ways to centralize what we can while maintaining user
10 flexibility. We'll be moving towards convergence of voice-data video to reduce
11 complexity to the user . Users will not have to go to many places to get the
12 information they need whether it's data, voice or video.

13 This concludes my part of the presentation.

14 Joe will be briefing you on getting information.

15 MR. HOLONICH: When you talk about getting information,
16 essentially the vision we have is that we want to work to make sure that we can do
17 our regulatory and administrative business processes in an efficient quality
18 manner. When people want the information, they can get it when it is appropriate
19 to get it to them regardless of where they are and regardless of the type of device
20 they have. That's our vision as to what we want to do in terms of getting people
21 information.

22 Slide 47, a couple of the accomplishments we have had is that number one

1 we've kept ADAMS up and operating and made it accessible to the stakeholders
2 and the staff when they need it. The 1.3 million documents and packages that are
3 in there, people can get to them whenever they need it.

4 We've begun the modernization of ADAMS. We've begun to move from the
5 current operating platform of ADAMS into a modernized platform of ADAMS. So
6 those are a couple of the accomplishments. In the short term, what we hope to
7 accomplish looking over the near term horizon, we want to continue modernization
8 and move towards getting off of the old operating platform which is unsupported ,
9 or will be unsupported shortly, on to a modernized operating platform.

10 We want to get our web contract management services contract in place so
11 we have the technology that will enable us to update our public web site.

12 We want to get in place the tools we have that will enhance the public's
13 experience with our public web side.

14 We entered into an interagency agreement with the Department of Treasury
15 that will give us a number of things to help us better manage our public web site.

16 They have the ability to give us a number of reports to tell us how well the web
17 pages are being used, tell us whether the links on those web pages are active
18 links, tell us for external sites how often it's been since that web page attached to
19 that site has been updated so we know the recency of the links we got on the site,
20 they give us the ability to work with the public to customize their NRC web site.

21 There will be a link on the top of the pages that you can get e-mail updates on
22 those pages whenever those pages get updated. That is a lot of technology we're

1 putting in place working with Treasury.

2 When we look at the future, we want to get our information management
3 framework complete so we know what we want to do in terms of managing our
4 information both from an information management perspective, what we've got to
5 do to meet Federal statutes and regulations for records management, what do we
6 need to do for business processes, how can we help the programs offices and
7 support offices do their work in the way that they want it done? What do we need
8 to do for technology to make sure we can implement those business processes
9 that the offices need to get their jobs done? We want to get the web site
10 redesigned. We want to make it a better website and more user friendly website.

11 Talking about challenges that the office faces; Number one is getting the
12 services out there that people want commensurate with the resources we have.

13 You know, there is an old adage, it takes time and money. That is what it
14 is, staff and resources available to keep up with the technology that the offices
15 want to be able to use to do their jobs.

16 Identifying requirements from a corporate perspective: What do we need to
17 do to make sure that across the NRC we have alignment on how we want to use
18 some of these technologies to make sure we are applying them in a consistent
19 manner.

20 Maintaining legacy systems in infrastructure versus modernization: Do we
21 want to make sure we've got in place modern technologies versus continuing to
22 update technologies that are there that we are currently using.

1 Finally, reducing customization: The current ADAMS operating system is a
2 highly customized operating system. We want to be able to use COTS as much
3 as we can, and there is, of course, a balance, People want to use COTS, on the
4 other hand they have to change their business processes at some time to be able
5 to accommodate what the COTS offers. If they don't want to change the business
6 processes then we have to go back and look at customization, but we would really
7 like to reduce customization to the extent practicable.

8 That does finish our presentation, and I'm going to turn it back over to
9 Darren.

10 MR. ASH: Things have not been quiet in the IT world. Let's just roll
11 into questions.

12 CHAIRMAN KLEIN: Thanks for a good presentation, as you know
13 we are all interested in IT enhancements so thanks for that update. We'll begin
14 our questions with Commissioner Lyons.

15 COMMISSIONER LYONS: Thank you Mr. Chairman and thanks to
16 each of you those were certainly excellent briefings. It's obvious you've been busy
17 and accomplished a great deal. Paul, in your briefing, certainly the
18 accomplishments in the last year, in terms of FISMA accreditation are just very,
19 very impressive.

20 I was just curious, if in the process of all of this progress you described,
21 have we extracted some lessons learned in the FISMA world that will either help
22 us to be more compliant in the future with future systems or that we should be, or

1 could be sharing with other agencies that may be going through some of the trials
2 and tribulations that you have in the last year?

3 MR. RICKETTS: We talk about going through a C&A process, one
4 of the things most agencies also go through is the continuous monitoring of
5 moving through the C&A process. We always talk about every three years we
6 must do that but that is not necessarily so.

7 One of the best practices, once you have gone through the C&A process, to
8 do the continuous monitoring so life would be easier when we do that again.

9 Lack of proper documentation or maintaining your documentation as you go
10 and improve your IT systems are important lessons learned. What we have
11 learned to try to continue to improve us is to also implement a continuous
12 improvement process within the process. Instead of setting a standard, there's,
13 ways of continuous improvement.

14 So we try to make sure that happens as well. Not to forget the support that
15 the Chairman and the Commission has given us in the contract support that we
16 have, to ensure we have those types of expertise that comes in and help us go
17 forward.

18 COMMISSIONER LYONS: Are there ways we should be sharing,
19 helping other agencies? Maybe there are already mechanisms to go that that I
20 don't know about.

21 MR. RICKETTS: Helping other agencies per se, I don't know how
22 well we can say what mechanism we have used to move forward in just dealing

1 with the C&A process.

2 I'm sure there are some things I can write down myself. Everyone moves
3 off the same guidance which is NIST C&A effort. Other agencies use automated
4 solutions. We have not gone to that as yet.

5 So what they have proposed to us is different than some of the things we've
6 gone through. What we can actually help them improve, I really don't know.

7 But to let them know what leadership might be required to make things
8 happen throughout the agency.

9 COMMISSIONER LYONS: I was thinking if there are mechanisms to
10 help others with the hard earned learning that you folks have gone through, I'd be
11 all for it.

12 COMMISSIONER LYONS: A questions, I'm not sure if it's for Tom,
13 I'm sorry did you want to comment.

14 MR. ASH: There is an established forum, Pat Howard participates
15 in. There is almost like a Chief Information Security Officer forum in may ways
16 sponsored to some degree from the Federal CIO Council, so there is regular
17 interaction that our staff has with other Federal agencies, we try to learn from their
18 experience and we share what our experiences are. There are ways we can do
19 that, and have been doing that.

20 COMMISSIONER LYONS: A question, I think that it falls somewhere
21 between Tom and Joe and I'm not quite sure, or maybe both of you, want to jump
22 in on it. You've talked a lot about IT modernization, about improving a vast

1 number of systems that will help our staff in the future. How does our staff get
2 input into your process?

3 In other words, how do you know what it is that the staff needs so that
4 you're working in directions that support their needs?

5 MR. RICH: I'll take a crack at it first. Our IT government structure
6 spells a lot of it out. We have different committees out there, one starting with the
7 IT Business Council. You probably heard about that, there's input coming from
8 there.

9 We also have an IT focus group meeting where staff can share ideas of
10 what they're doing, their business needs. That feeds into studies we do. Those
11 things get put into the IT road map. The IT road map is vetted across the agency
12 through the IT Business Council, up through our IT Senior Advisory Council.
13 That's one avenue that can bring needs into the environment.

14 The other one is through the infrastructure planning team that the EDO's
15 office did recently. They went out to staff and asked for needs and requirements.
16 As part of our ongoing communication, we meet with the Regions, we meet with
17 the offices, my management meets with them. We also collect their need that
18 way.

19 All this feeds into the road map document we're putting together to spell out
20 here's our vision, here's the necessary sequencing steps to get to that vision.

21 From there we build tactical plans and project plans to start building those
22 things once the budget becomes available.

1 COMMISSIONER LYONS: With that approach, are you quite
2 confident that staff at all levels are able to advance their ideas and get them into
3 the planning process?

4 MR. RICH: I think the process is there, I think we need to bring more
5 people to the process.

6 COMMISSIONER LYONS: Do you want to add to that Joe.

7 MR. HOLONICH: I would echo what Tom said. There are a number
8 of groups out there, for example, as we talk about ADAMS, we have a steering
9 Committee that has not sat for awhile but we want to reinvigorate in terms of
10 getting their input. These are the deputy office directors from the major offices.
11 When you talk about SharePoint, they have a systems administrators group that
12 meets regularly. These are individuals from the offices responsible for overseeing
13 the SharePoint activity within those offices. We work with external groups. We
14 have a users group that we meet with semi-annually on ADAMS and there is an
15 advisory group, which is working staff, on ADAMS.

16 There are a number of different vehicles we use to get input from a number
17 of different committees.

18 MR. RICH: I would also like to add to my comments. We're also at this
19 new infrastructure contract we're getting ready to put in place for 2010, we're
20 going out now to get a needs assessment at all levels across the agency. One of
21 the things we recommend is getting to the newer generation to understand their
22 ideas and how they use technologies.

1 COMMISSIONER LYONS: That latter point is particularly what I was
2 wondering about. I can well imagine some of our newer staff have certainly more
3 experience than, for example, I would have, in a wide range of information
4 technologies. They would likely have some good ideas. Thank you for those
5 responses.

6 CHAIRMAN KLEIN: Commissioner Svinicki?

7 COMMISSIONER SVINICKI: I think that I have five minutes and I
8 have a number of questions, but I would be remiss if I didn't start by Paul thanking
9 you for your presentation. And clearly, in FISMA which is a big focus of the
10 meeting today, there is a lot of progress that's been made. I compliment all of you
11 on that and wanted to acknowledge that. There is a lot of information that is put
12 out. The technology road map is something that I looked at closely.

13 I might quickly ask: We used to call it next generation ADAMS? Do we will
14 call it that, or modernization you're using that term now. One of the things, the
15 enhancements, as I understood it that we wanted to capture was to expose the
16 content of ADAMS to federated search engines like Google.

17 Is that still something we will be incorporating in the next generation
18 ADAMS? I think that will make the content so much more available to so many
19 members of the public.

20 MR. HOLONICH: You have two questions in there Commissioner,
21 so I answer the first one. We don't really call it next generation ADAMS any more.
22 We call it enterprise content management because we're trying to take a holistic

1 view of how we manage our content, both structured and unstructured. Structured
2 being data, tables and unstructured being documents and videos and things like
3 that.

4 We want to put together a program that helps us manage the entire content
5 of the agency. So we've christened it enterprise content management as opposed
6 to next generation ADAMS. The second question is will we have federated
7 search? Yes.

8 That's one of the drivers we have identified that we want to make sure that
9 we get as we move forward in the next generation or in the ECM program, is to
10 have a federated search capability.

11 COMMISSIONER SVINICKI: Another commitment, I'm not sure if it was in
12 the technology road map, it might have been on a different paper, on personally
13 identifiable information. I believe there was an agency commitment to eliminate
14 any unnecessary use of Social Security numbers by November 22 of this year. I
15 wanted to ask about our progress on that.

16 MR. HOLONICH: HR actually has the lead on that and there were a
17 couple of actions they were taking. There are a some things they want to do, for
18 example, identify seals for PII information, that whenever you transport it there are
19 seals on it so that you know that it is PII. They want to work with OGC.

20 They are looking at the end of March to have a document understanding
21 what PII is and how to protect is. There are some things that they are doing on
22 that. I don't know exactly what the status of the November due date was but they

1 are working with OGC to take care of a number of activities in reducing the use of
2 Social Security numbers.

3 COMMISSIONER SVINICKI: In terms of any of these controls
4 though on PII as it leaves the building, you all are working cooperatively on that to
5 have the right encryption, or whatever is the right terminology. You talked about
6 the full redesign of the public web site. There was a paper for the Commission's
7 consideration a few months ago and they weighed in on that.

8 Is that redesign of the web site something the agency is contracting out for;
9 and if so, what kind of deliverables are we asking for by what time?

10 MR. HOLONICH: It is something that we are contracting out for. The
11 budget doesn't have money in it until Fiscal 2011. It would be a while before we
12 contracted out to do the web design. There is money in there to do a web
13 redesign through a contract.

14 COMMISSIONER SVINICKI: For blackberry communications that
15 are pin to pin, again it's another alternative device to device communication, I think
16 there was a commitment in one of the plans that by the first quarter of FY 2009
17 that capability would be enabled.

18 Is that something the CR has pushed back?

19 MR.RICH: We are still on target to deliver that.

20 COMMISSIONER SVINICKI: That is something we might see in the next
21 few months. On the most recent active contract report for the entire agency that
22 the Commission received, I was struck by two things.

1 One, OIS is managing a tremendous number of contracts. So you think
2 that you had the some pages of spreadsheets that you provided. I did notice,
3 however, that a number of the contracts reported by OIS had no titles and no
4 estimated cost. I was not sure. I did not find that for any other office.

5 I wasn't sure if you had some support contracts or general contracts. The
6 contractors are identified but no, the scope of work there is no descriptor for that
7 and no estimated cost. I wasn't sure why that was.

8 MR. BOYCE: Not knowing exactly which report you're looking at, we can
9 revisit that for you, but I've been doing a due diligence review since I'm fairly new
10 to the agency, of all our contract, all of our contract spending, to make sure we
11 don't have overlap, redundancy and quite frankly make sure the rates are
12 appropriate for the services getting delivered.

13 COMMISSIONER SVINICKI: I will follow up. I also will follow up with you
14 on that to, again, it was as you looked through the spread sheets for the entire
15 agency only for OIS were there any parts of the spreadsheet not filled in.

16 So I will, but we can follow up on that and I can give you the pages and the
17 relevant report.

18 MR. HOLONICH: Commissioner, excuse me, It was Fiscal 2010, not 2011.

19 COMMISSIONER SVINICKI: If I could ask one more question. You talk
20 about working from anywhere. I wanted to give you this feedback, is that I have
21 heard as we've moved offices away from the White Flint complex that if people
22 can scan in documents, it is helpful. I know, at least at the Commission level, we

1 still have some archaic processes where we mark up documents and hand carry
2 them around.

3 On the Commission level we have been working on scanning in those items
4 so that with Commissioners' votes they can be e-mailed out any edits or changes
5 they are suggesting. I've heard very positive feedback from NMSS and other
6 offices that that is very helpful. They used to have to wait for a mailed version of
7 votes to show up there.

8 I think you are targeting for fax to e-mail. At some point you would like to
9 be able for that capability. I think a scanner can take the place of a fax machine
10 and provides a lot more functionality.

11 If there is anything, I've heard they are really hard to get, so if I could ask
12 you to take a closer look at that. Thank you, I'm sorry I ran over Mr. Chairman.

13 CHAIRMAN KLEIN: This is an area where we might all have a lot of
14 questions, I think IT is one thing, as I've said before, that is what really enables our
15 employees to work and so that is why it is such an important process. We may be
16 able to slip in a second round if you didn't get all your questions in.

17 Paul, on the first one, I notice you have 50% of our systems now are
18 accredited. Was that the easy 50% or the hard 50%?

19 MR. RICKETTS: That was the hard 50% with another hard 50% to
20 go. I guess you look back and say it is enjoyable. We're closer to 60% at this time
21 with the consolidation effort. We're progressing and we're trying to progress as
22 rapidly as we can.

1 CHAIRMAN KLEIN: I also noticed on your slide 20, you talked about
2 the role -- or about the program offices, doing their security monitoring. What's the
3 role between OIS doing security monitoring, which seems to be that's where the
4 knowledge is for security monitoring versus the program offices who may not have
5 the right skill sets?

6 Could you talk about what you expect the program offices to do on security.

7 MR. RICKETTS: What we're referring to what we call the continuous
8 monitoring of compliance review process which we are trying to work out right
9 now. Continuous monitoring includes those mandatory tasks of your annual
10 contingency testing, your annual security control testing and ensuring you're
11 actually mitigating your action items in a timely fashion. Those are three of the
12 critical ones that were actually looked at by the office of the IG.
13 Whether OIS can do IT, those are things that could be negotiated, I believe.

14 I would rather have OIS look into that and get back to us. To security folks,
15 it's who does it. It's not really, it's whether it's getting done. That's how we look at
16 that.

17 CHAIRMAN KLEIN: My point was to make sure that if you expect
18 someone to do it, they know what you expect them to do and they are trained to
19 do and they have the capability to do it. I didn't want to see two ships passing in
20 the night. That program offices may not know what the expectations are.

21 MR. RICKETTS: We do have contract vehicles that can support
22 those tasks specifically if the program office does decide to take advantage of that.

1 It's not just leaving them out there by themselves but we have certain vehicles
2 they can utilize to get those tasks accomplished. We're asking for them to mostly
3 fund those initiatives.

4 CHAIRMAN KLEIN: Tom, you talked about remote connectivity.
5 Obviously more and more people are getting into the ability to use remote access.

6 So my question, when we have our first snow day: Is everybody going to
7 be able to connect?

8 MR. RICH: Right now we can support 1,200 users. I'm not sure how
9 many will connect during a snow day. Our target in 2011 is up to 2,000 and will
10 expand as necessary. Right now, we have never come close to 1200. I expect
11 with the NRO program going and with telework, and additional programs that the
12 agency will see more and more use of the broadband remote access.

13 CHAIRMAN KLEIN: Could you tell me when you're going to have the
14 300 blackberries out?

15 MR. RICH: End of this calendar year.

16 CHAIRMAN KLEIN: That's the end of 08 right, just checking. When
17 are you going to have 1,000?

18 MR. RICH: We'll have the infrastructure in place to support up to a
19 1000 at the end of next calendar year.

20 CHAIRMAN KLEIN: And, I guess following up on sort of a question
21 that Commissioner Jaczko had asked about what was our limit, what would it take
22 to get 1,000 out sooner? In other words, what's your, when you answer this

1 question about what are the limits, it sort of was pretty broad. What do we need to
2 do to make that by mid 2009?

3 MR. RICH: I would like to get back to you on that. I want to see whether priorities
4 would change because certain skills right now are working on the 300, the pin to
5 pin and other activities associated with that skill set. We can more that up, but
6 we'll have to see what moves out in place of it. We would also then need the
7 funding. We talked about limiting factors, it will take more time for us to plan the
8 infrastructure to get in place.

9 Funding is pretty quick once we get it and get the devices out there, it's now
10 that hard. The Regions have their own telecom plans so we can get those out to
11 the Regions pretty quickly. They can go through their providers, we can go
12 through our providers. We need to reevaluate the architecture to see how to
13 expand it to support the additional devices, how to get some redundancy in there
14 as you get more and more uses, you will want more and more reliability and get
15 support structure in place for it.

16 CHAIRMAN KLEIN: I think it would be good if you could just tell us
17 what would it take to do it quicker? I do think if we get more electronic capabilities
18 to our employees, the more productive they're going to be. If you would let us
19 know what that limit is and what we can do to enhance it.

20 In terms of if a person needs a laptop, what percentage buy laptops through
21 OIS versus out of their own programmatic funds?

22 MR. RICH: I don't have the numbers with me, but I do know there

1 are more laptops purchased in the credit card program than under seat. Currently
2 there is somewhere between 1000 and 2,000 laptops in the agency. Part of the
3 thing we talked about during my briefing is doing a centralized laptop program. In
4 the past some of the issues have been they're more expensive when they but
5 them under seat because they are paying for the support costs to upgrade, patch
6 them, so forth.

7 Right now the user is buying them because they can get them cheaper,
8 they can get the exact model they want. We need to look at that again. We need
9 to provide additional models but at the same time make sure they're secure and
10 have the right capabilities to meet their needs but also give them the protection of
11 the data.

12 CHAIRMAN KLEIN: That is an area I would encourage you to bring
13 up to senior staff to talk about those issues, to have a plan. I get nervous when
14 people use a credit card and they don't realize all the requirements on that laptop.

15 I think it would be good for you to present a plan up through Bill and let him
16 spread the word throughout senior management what the best approach would be.
17 Commissioner Jaczko.

18 COMMISSIONER JACZKO: Thank you, Mr. Chairman. I had a
19 couple of questions. One, as I go through, this is perhaps a broad question, but I
20 was going through the -- this was an internal memo, I guess, that had been
21 prepared on the assessment on the NRC's infrastructure to Luis earlier in April.

22 Just going through the milestones in that, one of them is the blackberry

1 milestone, 150 by fiscal year 2009, other things.

2 You know, looking at these, and one of them was by FY 2010 we're hoping
3 to have instant messaging capability. As I look at these, to some extent it seems
4 we're always an agency, perhaps this is true of the Federal government as a
5 whole, always kind of behind the technology curve.

6 Us talking about maybe getting 1,000 blackberries in a year is probably by
7 the time we do that, blackberries are going to be obsolete and there will be
8 another technology to replace them. It's not to criticize the work. I think it's
9 important to do it.

10 But I'm wondering, as the -- as you look out, and look at these issues, how
11 do you see us becoming more nimble and more adaptable to adopt some of the
12 new technologies more quickly and more easily or will we not be able to do that
13 ever?

14 MR. RICH: I think we're on the right path. What's changed in the last couple of
15 years we didn't have these overarching vision documents, we had a lot of program
16 offices, including OIS, doing different things and not working toward the same
17 course.

18 We talk about blackberries, we have plans to do continuous studies on
19 mobile devices to see if blackberries are better, or mobile devices, and so forth.
20 What we're doing is investing in more time planning now.

21 In the past we pretty much just keeping the lights on operation, but we
22 recognized the need to take more time to plan, get out in front to make sure

1 everyone is aligned in the same direction.

2 I do think like the infrastructure planning team report and the road map
3 document sits everybody in the same direction. They are all aligned now, they
4 know where we are heading, they know if they are going to invest in an area, that
5 they check that document first to make sure that it's consistent. I think we have
6 some efficiencies we can gain there as we learn more about what others are doing
7 and try to centralize that work to make it best for the agency.

8 COMMISSIONER JACZKO: Tom, did you want to add anything?

9 One of the issues in the IG report on FISMA -- I would also second the comments
10 of all the other Commissioners about the progress made in FISMA.

11 It is really good work, and I continue to believe that we have actually done
12 good work in FISMA. It's taken us a little time to get there but I think in the end we
13 have a process and a program that is doing what it's supposed to which is to
14 provide security for our systems.

15 Only -- just a couple little questions on that. We did wind up with four, I
16 think it was four findings from the IG in their most recent report. Two of them were
17 new. Two of them were existing. I think you touched on them a little bit in your
18 discussion.

19 But I guess I was a little bit surprised to find new findings. Two of them
20 were that we don't inventory the -- we don't inventory the interfaces between
21 systems.

22 And the other one was that not all our windows systems have integrated, I

1 guess implemented the common security settings which I think is an issue we're
2 addressing or have addressed already.

3 The two that were repeat were perhaps more challenging. One was the
4 plan of action. I forget what the "M" stands for. Milestones. That area needs
5 improvement. That's also being worked on as I understand from the presentation.

6 I hope as we go through that we will start to get the findings down.
7 We're getting to a point where we can start looking forward into what are the
8 challenges that are not being identified but I think it certainly was progress. The
9 other repeat finding was security training. I think that's always an important one.

10 Folks are getting the right kind of training. I don't know if you want to
11 comment about what we're doing to address that one.

12 MR. RICKETTS: The security training, we have different forms of
13 security training. We talked about that. The role-based training was probably the
14 issue that IG had, not enough role-based training being performed.

15 We're working diligently in trying to make sure, we're working with other
16 agencies as well to ensue we have some form of role-based training established.
17 That should be coming out shortly. I don't know if Patrick would like to speak.

18 MR. ASH: One of the things we're trying to take advantage of is the
19 use of what other agencies have done, be it the Department of State, the
20 Department of Defense, in terms of the types of training, the rigor and level of
21 detail and ensuring why recreate it when another agency has already developed it
22 and we can adapt it and basically import it for our agency's use. You speak

1 ultimately to role-based training and general awareness training, the employees, it
2 doesn't matter if it is NRC or any other agency, both public or private, they are our
3 weak link.

4 It takes one individual to introduce a virus or problem within an
5 organization, within the network. The greater we can continue to improve
6 education, the better off we're going to be.

7 COMMISSIONER JACZKO: Thank you.

8 Tremendous progress has been made in FISMA.

9 I think you all should be pleased with the work that's gone on. There are some
10 areas obviously for improvement.

11 MR. HOWARD: Pat Howard: Chief Information Security Officer.

12 We're looking at role-based training and the implementation of those requirements
13 and kind of a dual track mode. We realize there is a need for a full fledged role-
14 based training program where all roles have content, a plan, the training prepared.

15 There is an immediate necessity for getting training out there. We are
16 addressing it from that angle as well. We have information systems security
17 officer awareness which is a scaled-down version. We're trying to meet the
18 immediate requirement as well as build an overall program.

19 COMMISSIONER JACZKO: Thank you. Two really brief questions.

20 One is going back to -- this is an issue I think is valuable for us to examine and I
21 think Commissioner Lyons touched on it and the Chairman touched on it as well in
22 questions that they had asked and probably Commission Svinicki did as well.

1 It's the balance between understanding the needs of the program offices
2 and having a centralized information systems infrastructure, I guess, which
3 security helps, contracting helps. We asked a staff for a paper a little more than a
4 year ago.

5 Staff came back with a good paper talking about the various balances in
6 this particular area, what the right structure was. I think at the time, staff generally
7 said we had generally the right structure in place with the right kind of balance.
8 That was an August 20, 2007 paper.

9 One of the specific items in there was the effort to establish a project
10 management office within OIS. I'm wondering if you can comment if that has
11 happened. If it has, is it working well? Is it achieving that function, or that desired
12 outcome?

13 MR. BOYCE: we have a project management office within OIS. It has been
14 established, it's maturing as we speak. I've been pushing them to have a
15 presence in the program and Darren and I have been reaching out to senior
16 leaders around the agency.

17 Tom alluded to the planning efforts, we really need to put the planning
18 efforts in upfront so we become strategic partners with the business side of NRC
19 and not just a cost center, because we are not just a cost center. As you pointed
20 out how do we get there faster, we need to be part of the planning process.

21 In this year's budget call, I've asked my staff instead of asking for the
22 numbers, let's go out and meet with them. We'll go over the road map and the IPT

1 plans and where we are at and see where we have convergence so we can set
2 priorities based on business needs, not just on budget numbers, which is effective
3 but doesn't get you – what you really want is does NRC need to move forward..

4 COMMISSIONER JACZKO: I think as I've gone through this paper,
5 it seems that project management office was an important piece in the staff's
6 mission to keep all this coordinated.

7 MR. BOYCE: We've gone beyond just OIS in that. We've sponsored one class
8 where we had 29 graduates with masters certificates in project management
9 across NRC and we're kicking off another class some time in 09 and OIS
10 continues to be the sponsor so we can get training throughout the agency. We're
11 trying to lead the agency through that.

12 COMMISSIONER JACZKO: I appreciate that. I have one more
13 questions if we have a second round.

14 CHAIRMAN KLEIN: Commissioner Lyons?

15 COMMISSIONER LYONS: I have one question which may be a
16 quick question for now. I want to raise it in the closed session. I'm not sure how
17 much of an answer you can give me here, and how much you would rather defer
18 to the closed session, but I recently had an excellent briefing on the status of
19 NSTS. I was pleased to hear that we now have the ATO for that system, all very
20 positive.

21 But we did get into quite a discussion on the credentialing process. It is
22 complex. I worry whether the complexity of that credentialing process may make it

1 hard for some of the licensees, maybe even some of the states, but certainly even
2 the small licensees. I wonder how they will, even if they will be willing to comply.

3 My question was going to be either here or upstairs in the closed meeting.
4 I'd like to know to what extent we have explored whether there are any ways of
5 simplifying that credentialing process or if our hands and our licensees hands are
6 really tied. I don't know if that can be answered here or needs to be upstairs.

7 MR. RICH: Upstairs?

8 COMMISSIONER LYONS: All right.

9 CHAIRMAN KLEIN: Commissioner Svinicki

10 COMMISSIONER SVINICKI: I just had one topic as well. The
11 Commission received an information paper on HSPD12 compliant credentials.

12 And I guess this might be sensitive for a different reason. I don't
13 know if any of this is business sensitive. I notice the staff' paper is not marked that
14 it is sensitive., but the staff has reexamined -- we were using a shared service
15 provider, it was frankly a GSA contractor. And staff is exploring an opportunity for
16 bringing that in-house which may yield significant cost savings.

17 I wondered if there was anything you could say about when we would get to
18 a decision point on that or conclude our evaluation of what we want to do.

19 Perhaps you already reached that point. You had very specific analysis laid out.

20 Secondly we're in the process of credentialing and badging people.

21 Would we be starting over with those people? Or we would just move forward
22 from here?

1 MR. ASH: I'm going to answer the second question first, which is
2 we -- if we make the decision ultimately to do it ourselves, then those individuals
3 that have currently badged, and I think we're up to 400, would be rebadged

4 COMMISSIONER SVINICKI: My picture was terrible, so I'm okay
5 with that.

6 MR. ASH: You would get a new badge.
7 We had an assessment analysis done by an independent organization about
8 whether or not it was cost effective and appropriate for NRC to go alone.

9 And realize when I say this, if NRC gets into the badge issuance process,
10 the path is yes, we would. We would not be among -- we would be among other
11 agencies. There are other agencies out there in the Federal space that are doing
12 their own badge issuance, they are not completely reliant.

13 There are a number that rely on GSA, there are a number that did not rely
14 on GSA. The expectation, the analysis that was conducted said that we have the
15 capability and core infrastructure, the means to provide the bandaging.

16 COMMISSIONER SVINICKI: That was changed? The original
17 decision was made to use the GSA contractor. It was a different circumstance?

18 MR. ASH: A lot of it is based on the progress we've made with, for
19 instance, National Source Tracking System and the experiences through MPKI.
20 We've built up a program to support agency initiatives. I think the assessment
21 basically came back that it is appropriate and can be reused for HSPD12.

22 COMMISSIONER SVINICKI: As I understand it, the savings would

1 be on this going forward maintenance cost and we're talking in the neighborhood
2 of half a million dollars. So it is significant.

3 MR. ASH: There is another aspect to it. The way the program had
4 been set up through GAO it would cost us much, much more than we had
5 originally planned. I think it was well within 6 digits. This was an opportunity to
6 save some money as well.

7 COMMISSIONER SVINICKI: I certainly encourage you to again if there is going to
8 be savings in the future, I set aside my silly comment about the photo, because in
9 all seriousness, if because of NSTS we've had to pull some capabilities in house
10 let's leverage that to save money if we can over the long term. Thank you.

11 CHAIRMAN KLEIN: One comment that I have said before but I will
12 say again, I think the migration to Outlook went about as smooth as I've seen.
13 You all are complimented on that transition. That was about a seamless a
14 conversion as I have seen. That was a good job.

15 In terms of the caller ID and voice mail indications, have we gotten that
16 through all of our employees now on their phones?

17 MR. ASH: Yes.

18 CHAIRMAN KLEIN: Thanks, Commissioner Jaczko.

19 COMMISSIONER JACZKO: Only other question I had, and I would
20 agree with Commissioner Svinicki on the HSPD12 issue.

21 COMMISSIONER SVINICKI: You thought my photo was bad too?

22 COMMISSIONER JACZKO: That wasn't what I was agreeing on. I

1 would agree that my photo was probably bad as well. It is an issue that we need
2 to, I think be cautious on what we do.

3 And I remember when this issue first came up, Commissioner Merrifield
4 was very adequate that we go slowly for a lot of these reasons. I think the original
5 cost was \$30,000 that it would cost us to integrate with GSA system and now
6 Treasury, and they're not even using a different supplier for the PKI.

7 And it was \$450,000 or something, and counting.

8 I think it is an important lesson as we go forward, we make sure we don't lead the
9 pack in this particular area. That's what I continue to believe.

10 And hopefully the Commission will continue to support that kind of idea that
11 we move forward steadily but not on the leading edge because the leading edge
12 seems to be expensive.

13 The last question I have had, and this goes back to a long standing issue,
14 that we have had, although it seems we have made tremendous progress in this
15 area as well and that is hiring and recruiting and retaining the talented folks we
16 need in the IT area.

17 I think the Commission put into an SRM, maybe earlier this year, for a
18 report on the use of various tools for improving our ability to recruit and retain in
19 that area. I don't know if that's been completed or not. If it hasn't, that's fine.

20 If it has, if there's any thoughts that you have on that or in general, you want
21 to share on our ability in complete in those areas right now, if we are largely being
22 successful right now or if there are still challenges with hiring and recruiting and

1 retaining.

2 MR. ASH: I believe, if I remember correctly, I think that that SRM
3 item was completed. We can get back to you but I'm almost certain that it was. In
4 terms of our ability to recruit, its interesting a year ago we only had a couple
5 people within the computer security office. We were able to successfully recruit.

6 Everyone in that office has the talent, skills to be successful. They came
7 from other agencies, not to say we didn't have that skill set here in the agency, but
8 the staff came from fundamentally outside the agency. We have the right folks.

9 Within OIS I've been pleased in terms of how we've been able to recruit
10 today in terms of everybody from a disaster recovery program manager to people
11 who deal with enterprise architecture. We've been able to use the tools that are
12 available to us. We're fully staffed.

13 COMMISSIONER JACZKO: Thank you.

14 CHAIRMAN KLEIN: Thank you for a very informative and positive
15 presentation. It is one in which I think it was a busy and productive year. We now
16 move into the closed part of the meeting. We'll see a lot of you upstairs.

17 This part of the meeting is adjourned.

18 (Whereupon the meeting was adjourned)

19