1   UNITED STATES NUCLEAR REGULATORY COMMISSION

2   BRIEFING ON OFFICE OF INFORMATION SERVICES (OIS)

3   PROGRAMS, PERFORMANCE, AND PLANS

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5   TUESDAY

6   MARCH 20, 2007

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8   The Commission convened at 1:30 p.m., Dale E. Klein, Chairman, presiding.

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10   NUCLEAR REGULATORY COMMISSION

11   DALE E. KLEIN, CHAIRMAN

12   EDWARD MCGAFFIGAN, JR., COMMISSIONER

13   GREGORY B. JACZKO, COMMISSIONER

14   PETER B. LYONS, COMMISSIONER

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2   PRESENTERS:

3   LUIS REYES, EXECUTIVE DIRECTOR FOR OPERATIONS

4   EDWARD BAKER, DIRECTOR, OIS

5   JACQUELINE SILBER, DEPUTY EXECUTIVE DIRECTOR FOR

6   INFORMATION SERVICES & ADMINISTRATION AND

7   CHIEF INFORMATION OFFICER

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

3   CHAIRMAN KLEIN: Good afternoon. The Commission is excited to

4   hear this afternoon about our IT and our information management activities. I

5   should point out that before we start that rumor has it that Jackie is retiring soon

6   and this will be your last Commission meeting. On behalf of my fellow

7   Commissioners, I would like to thank you for your service. I guess you've been

8   the CIO since May of '04?

9   MS. SILBER: That's right.

10   CHAIRMAN KLEIN: As Jackie probably remembers, I think the first

11   time we met was when I was getting briefed for my hearings and after they picked

12   me up off the floor when I heard that the NRC had no Blackberrys, she went

13   through and explained about the system that they had. So thank you for your

14   contributions for all these years, for your hard work and for your vision.

15   MS. SILBER: Thank you.

16   CHAIRMAN KLEIN: We will hear about other activities and I think it's

17   really important for us to continue to upgrade and modernize our IT facilities. The

18   reason we need to do that is for our people. The strengths of our agency are our

19   people and it lets our people be more effective. I think it's important that we do

20   that. So, look forward to hearing that today. Any comments from my fellow

21   Commissioners?

22   COMMISSIONER McGAFFIGAN: Mr. Chairman, I'll just join you in

1   wishing Jackie well. I wished her well at the Regulatory Information Conference

2   as well. We're losing an awful lot of very, very good people, very, very

3   experienced people.

4   Almost every Commission meeting – we did it with Jack Strosnider, we're

5   doing it today and then when Luis announces the next round of retirements we'll

6   be doing it at future meetings. It's a natural cycle of life. We have to overcome it,

7   but it's very, very difficult to overcome with people of Jackie's caliber.

8   MS. SILBER: Thank you.

9   COMMISSIONER JACZKO: I would certainly echo the comments of

10   the Chairman and Commissioner McGaffigan. Certainly it will be a challenge to

11   replace you and a lot of the other people who will be leaving the agency.

12   COMMISSIONER LYONS: I will also join in echoing the comments, I

13   was going to in my remarks. It's been great working with you Jackie, wishing you

14   all the best.

15   MS. SILBER: Thank you very much.

16   CHAIRMAN KLEIN: Luis, it's all yours.

17   MR. REYES: Chairman, Commissioners the staff is ready to brief the

18   Commission on our programs for Information Services and Information

19   Technology. It's been a year since we briefed you so we're going to bring you

20   up-to-date.

21   I want to highlight during that integral time we issued the Information

22   Technology, Information Management Strategic Plan. The strategic plan has

1   areas for improvement. We know we have areas for improvement. We just want

2   to make sure you know we documented them. It also has strategies on how we're

3   going to address some of those issues.

4   The presentation from the staff is going to have some of the

5   accomplishments. We have a lot of good staff that has worked hard to get those

6   accomplishments. We'll also highlight the gaps that we have and issues that we'll

7   be working. A little bit of a vision of what next year will bring. So, with that, Jackie.

8   MS. SILBER: Thank you, Luis. Good afternoon Chairman,

9   Commissioners. Thank you very much for the kind words. It's been an honor to

10   serve at the NRC and I personally appreciate the Commission both past and

11   present for the support I've received and for the support you've given to the offices

12   with which I've been associated. So, thank you very much. If we could have the

13   Presenters slide.

14   One thing I'd like to point out, you may notice that Kathryn Greene is not

15   with us. She has been felled by the flu. So Ed Baker, the Director of the office will

16   be handling the presentation. If I could have the next slide, please.

17   Our agenda today: I plan to give you a brief overview from my perspective

18   and then Ed will be talking about the office's accomplishments, the gaps that the

19   office is tackling, and then look at the future and how we are approaching it. If I

20   could have the next slide, Overview, please.

21   The Office of Information Services has gone through many changes and

22   until the last three to four years the focus has really been on operations. Little, if

1 any resources, were really focused on anticipating change either in technology or

2 in business needs and experience has taught us that the operational approach

3 alone is really not sufficient as a path to success.

4   In the last few years we've begun the transition. It's been driven by a

5 recognition that we have to be in front of the technology change if we're going to

6 be able to respond to the challenges we face on a day-to-day basis.

7   Certainly, the events of the last year where we have seen significant

8 increase or projected increase in the workload that we'll be facing. But most

9 important is where we're going.

10   Our work in IT and information management will need to transform, and as

11 Ed will discuss, to be ready for the workload demands and for the changing

12 technology, we really will need a true enterprise approach.

13   Our infrastructure will have to be ready for the challenge and we'll need

14 even stronger partnerships between the business organizations and the support

15 organizations. I will say that much of this is already underway, as you will hear.

16   I indicated that Ed will be talking about accomplishments and here, if you'll

17 indulge me, I'll take advantage of the fact that this is my last program brief.

18   I personally want to thank the dedicated, talented staff that supports

19 everything that we do in OIS. You'll be hearing about a lot of things that we've

20 accomplished and it couldn't be done without not only very competent staff but

21 with staff that's really dedicated to doing the right thing for the NRC mission. So

22 with that I'm going to turn it over to Ed Baker.

1   MR. BAKER: Thank you. Chairman, Commissioners. As was

2   consistent with the Commission's desire for programs we're going to go through

3   accomplishments. I'm going to talk about Information Technology, Information

4   Management, IT Security, Human Capital and new agency office space. Then I

5   will get into the gaps, what will be different, and future Commission policy

6   decisions.

7   I do believe when we go through the list, it is a significant list of

8   accomplishments. In addition, I'm going to talk about things that aren't on the list.

9   A couple of examples that are very much emerging and some of this has come

10   about as a result of feedback I've had from the offices as we've gone through the

11   office assessment process where they've expressed to me their gratitude for some

12   of the things that I wouldn't consider major for OIS, but they were very major for

13   the office in supporting some of the things that we are doing.

14   I would also like to point out that OIS has 44% of the agency's IT budget.

15   The remainder of that budget is in the program offices and for this year its

16    $98 million for the agency.

17   It does present somewhat of a challenge as we go forward and making sure

18   we have the infrastructure to keep up with what they can dream up.

19   Going to accomplishments in Information Technology, I think the thing I

20   want to emphasize first and foremost is our system availability. That was 99.3%

21   during the core hours. To me, it's supported the agency well.

22   CHAIRMAN KLEIN: Just a clarifying question. How do you define

1   core hours?

2   MR. BAKER: Core hours are from six in the morning until six in the

3   evening. That's my very next point, Chairman. Based on a request that we made

4   and funding that we're getting in the month of April, we will be expanding the

5   coverage in the Ops Center to 24 by seven, 24 hours a day seven days a week,

6   and we will be expanding the help desk from 6:00 a.m. until 9:00 p.m. so a three

7   hour extension on the help desk.

8   This is all to help staff as we go forward and making sure the systems are

9   up and running and we have the help desk available for application help as people

10   are working what I know to be longer hours as we try to finish the regulatory

11   activities that we have.

12   The other thing I want to mention on infrastructure is that we had an

13   increase between last year and this year in video telephone conferencing from 719

14   last year; it's up by 55 this year to 774. I think I did the math right. I put the

15   increase and now I'm trying to do the addition as we speak here.

16   For audio conferences we were up 1,600 from last year. We also refreshed

17   an additional 1,600 computers this year on the desktop.

18   The next item on expanded high-speed Broadband. As you all know, when

19   we had the snow storm on February 14 of this year, we exceeded the capacity we

20   had with our current system and we took the system that was in test for expansion

21   and put that on line that day. That took us from 65 concurrent users to 365

22   concurrent users and in that intervening time frame we have not come close to

1   that many concurrent users.

2   Our goal is to increase that in April to 675 and then by December of this

3   year to 1,000. This is to support work at home and it's also to support us in a

4   continuation of operations environment if we should need to go there. We are

5   moving to expand that.

6   We also at the same time we put that expanded capacity up, we also added

7   the Microsoft Office suite to what was available. I can tell you personally that I

8   enjoyed the fact that could pull up Microsoft PowerPoint because as I worked at

9   home I could access my P drive, my shared drives, pull up PowerPoint slides and

10   in fact I did some of this briefing that way.

11   I particularly enjoyed the fact that Microsoft Office which was a new feature

12   we added as we expanded capacity.

13   In terms of Microsoft Office, we've completed the desktop expansion. That

14   was done a week or two ahead of schedule. That's now on everyone's desktop.

15   We're looking forward to Phase Two which will then move us to the

16   agency's standard. With regard to Blackberrys, the Chairman has already

17   commented he fell off his chair when und out we didn't have them. We, in a very

18   short period time before he arrived, implemented Blackberrys. He got the first

19   one.

20   We're now up to about 160, which is a little bit over what we had budgeted

21   so we'll be looking at how we make up for that little bit of difference.

22   It was a challenge because we were working with Research in Motion the

1   vendor as one of the heavier users in the Group Wise environment. It's set up

2   more for a Microsoft environment and we have had some challenges. I know

3   you've experienced some of those and we continue to work with Research in

4   Motion to resolve those.

5   It's going fairly well with some challenges and we're continuing to work on

6   those challenges. But it is also a challenge for the vendor.

7   One of the principal things we did to support the office of NRR was we

8   automated the comment capture for environmental impact statements. This was a

9   rather burdensome process the first time we went through the North Anna

10 Environmental Impact Statement.

11   We ended up with 4,000 comments and we were able to automate that so

12 that they got put into ADAMS. They get sent out to the contractor who was

13 helping us do the analysis and the end result was they were able to meet their

14 schedule. That was a real significant accomplishment.

15   Sometimes we have outside drivers that drive some of the things we have

16 to do.

17   The next bullet on IPv6, Internet protocol Version 6, is one of those. OMB

18 has mandated that the government move toward Internet Protocol Version 6. As

19 the NRC, we have not had a challenge with the number of IP addresses that are

20 available to us so it hasn't been a challenge for us yet as a business driver.

21   What it principally provides is an expansion from 4 billion addresses in

22 Internet Protocol Version 4, the current version, to three times 10 to the 38 number

1 of addresses. I can't express that any other way. It's a number about that long

2 and that's the best way that I can present it to you.

3 Needless to say, it's unlikely we'd run out of that number of addresses.

4 That's the principal driver for moving to it and we are concurrent with the

5 requirements that OMB has asked us to fulfill to be prepared to move to Internet

6 Protocol Version 6. Basically, that means our infrastructure is ready.

7 As we go through our refresh for our infrastructure we're buying equipment

8 that's compliant with that requirement; however, I will tell you that the vendors out

9 there to support that in terms of intrusion detection, virus protection; those pieces

10 are not yet there.

11 We will test the capability, but until those pieces are available we will not

12 turn on that capability.

13 The next one is we've modified the Meta-System and I'll talk about what

14 that is in just a moment to handle NRC legal proceedings. This was a system

15 basically developed for high-level waste.

16 It includes the Electronic Information Exchange, e-mail, Electronic Hearing

17 Docket, Digital Data Management System, and ADAMS as pieces of this.

18 Basically, we've now modified that system to be used in reactor proceedings and

19 general proceedings.

20 The next issue on consolidated and validated inventory of NRC systems is

21 in response to a finding, an audit finding, by our Inspector General and a

22 requirement from OMB.

1   We've finished our request to all offices to give us feedback to validate the

2   inventory that we have and we're working on resolving that feedback. We have all

3   the offices feedback in and the challenge now is to go back and go through the list

4   that they've identified, the corrections they've identified; are we really talking about

5   a system?

6   It may have been identified as a system in the past. Is it really a system

7   and does it belong on the inventory? So we're working with each office on that.

8   Before I go to the next page, let me just mention two emerging items that

9   came up that we also dealt with. One is in looking at the transit subsidies and in

10   safeguarding personally identifiable information.

11   We've work with the Office of Administration to revise the transit subsidy

12   system so that it uses employee numbers versus social security numbers. We've

13   taken that collection, that record-keeping of social security numbers, out of the

14   process. We're not using that anymore.

15   We also modified the parking management system to support the addition

16   for parking at additional buildings beyond what we had. Those were two that were

17   not planned, something that they came to us with the request and we responded

18   and helped them with those two systems.

19   Information Management: I just mentioned one aspect of personally

20   identifiable or PII. The NRC was very aggressive in its approach to addressing

21   this issue. In very short fashion after the OMB came out with requirements, we

22   went out with an announcement as to how we were going to satisfy those

1   requirements to staff.

2   We also did a scan of the records that were in the public library in ADAMS.

3   In that process we found 80 documents that had to be removed because they had

4   personally identifiable information in them, in this case social security numbers.

5   We then went through the process of notifying the affected parties so all

6   parties have been notified of that occurrence. We are not aware that any of that

7   information was misused.

8   The last thing I'll mention on personally identifiable information is that we

9   had a session at the Regulatory Information Conference that talked about our

10   version of "official use only" information. During that discussion they covered

11   protection of personally identifiable information.

12   This was a session where we talked about this with licensees. We also told

13   them about their responsibility in submitting information because a large part of the

14   80 documents we found were actually placed in ADAMS long before OMB came

15   out with their guidance and so we were catching up with information that was

16   already out there that was later defined as PII.

17   We did a complete redesign of the external Web. I'll thank OPA for their

18   leadership on that in terms of the design. It's been implemented. It's up. It seems

19   to be working fairly well.

20   We had significant improvements in our FOIA timeliness and backlog. I

21   want to thank my FOIA staff. We did add some additional resources, but they put

22   in a valiant effort to meet the guidance that OMB put out in terms of better

1   timeliness on FOIAs.

2   We had a little bit of help in that our number incoming dropped a little bit,

3   but we had also a large effort by the staff. We're looking at improvements in using

4   electronic redaction to see if that will help us out at all. We are exploring some

5   additional roles in that area.

6   Several years ago the Office - well, then it was the Office of the CIO, now

7   OIS, started an effort to do independent assessments of its work processes. To

8   date, we've done three of those.

9   We had one that was done in the computer operations division that looked

10   at things like how we're handling cell phones, how we're handling the help desk,

11   maintaining systems. The more recent one was one that was done in the Records

12   Management Division.

13   As a result of that, they came out with an independent assessment that

14   concluded that NRC was leading government in terms of what we have in terms of

15   electronic repository for records, ADAMS, and in our records management

16   program.

17   I've always known that we've had a very good relationship with the National

18   Archives, but this pointed out that we're really doing an outstanding job in terms of

19   managing our records and making sure we have a good Records Management

20   Program.

21   We also did one this year, actually it was led by the CIO as Jackie's effort

22   which was the review of our IT security program by the Software Engineering

1   Institute. That was the third area where we conducted an independent

2   assessment. That one was on our certification and accreditation program.

3   I'm going to add two more bullets that were emerging work that are not on

4   your slide. One is that we scanned 800 NUREGS and added those to ADAMS.

5   This was in support of the Office of Research and it's to support the infrastructure

6   for the review of new reactors so that those old NUREGS are readily available to

7   the staff as they do the review of new applications.

8   We also added a digital instrumentation and control public website which

9   was a fairly significant effort. I want to thank the Office of Research for their

10   cooperation on that project.

11   The next topic is IT Security. I'm going to talk about this in two pieces, IT

12   Security and certification and accreditation. Karen Evans from OMB issued a

13   memo this morning. That memo requires that agencies who use Windows XP or

14   Windows Vista have a standard image and that they limit who can change system

15   settings, meaning who can be system administrators.

16   We have been in the situation since October of 2001 when we started seat

17   management where we have a standard image. We've had that for that period of

18   time. Since that time we've also limited who can be a system administrator, who

19   can change those settings.

20   I've been talking with CIOs. I met with some out the Microsoft Summit and I

21   will tell you I've been somewhat surprised at how many agencies don't have this.

22   This really contributes substantially to our ability to control IT security. So it is

1 something that we've been doing for quite a period of time and you can tell by the

2 memo that came out that it's not consistent across Government that they've been

3 doing that.

4   Also in IT security, the IG performed an independent penetration test where

5 they tried to enter our systems externally. They did not succeed. You've had a

6 more comprehensive briefing on that topic.

7   I'm not going to go into a lot of detail, but the other piece that they found

8 was that our staff are well trained with regard to protecting information that would

9 allow someone to have access to our system. So that went well additionally.

10   With regard to certification and accreditation, we have documented the

11 process for doing that and it's both on our web site and in hard copy. It has been

12 reviewed by the Software Engineering Institute. You've heard what they've had to

13 say. I'll talk more about this topic when I get to gaps because we're not where we

14 want to be. We'll talk more about that.

15   With regard to categorizing those systems, our goal is to have 100% of our

16 systems categorized, meaning are they low, moderate or high with regard to the

17 sensitivity of the information. We're halfway there and our goal is to have those

18 done by the end of the fiscal year.

19   We do have two systems with authority to operate, an ATO. Those two

20 systems are the Federal Financial System and the Federal Personnel and Payroll

21 system, both CFO systems.

22   We were able to do that to a large extent because we could depend to a

1 significant portion on the certification and accreditation done by Department of

2 Interior. Those have been ATO'd or authority to operate.

3   We have 12 systems on the schedule to be completed by October 1. We

4 owe you a paper by the end of the week which will have a schedule and cost for

5 doing those systems.

6   DDMS, the Digital Data Management System, is on schedule to be done by

7 the end of this month. At this point I want to express my appreciation for the

8 ASLBP staff. They have gone through a Herculean effort to support getting the

9 system done. So, I want to thank them for that.

10   Human Capital: We've been somewhat successful in our hiring on human

11 capital. We've successfully hired to our fiscal year '07 ceiling, which was 176

12 full-time equivalents. We're working toward our FY2008 goal.

13   In general, across the board we've done fairly well; however, we have had

14 challenges finding folks that have appropriate IT Security skills matched with IT

15 Development or IT Operations skills. I'll talk about that more in gaps.

16   With respect to the environment in OIS, as part of our response to the IG

17 last survey on culture, we started to do some initial surveys on a quarterly basis of

18 our employees. The last one we did was in December. That one showed that

19 73% of the staff viewed the environment in OIS as positive.

20   I will tell you based on some discussions I've had individually with staff

21 members since that time that the staff is feeling significantly stressed by the

22 workload and what's expected of them. Every day feels like a sprint and it's going

1 to be tough to maintain that.

2 You've already heard some of the accomplishments. A lot of those were

3 things that we're doing that were not planned and there are a number of things

4 that are coming up that we continue to work on that were not planned.

5 We're trying to work on those new items as well as keep everything

6 operating at the availability that this agency is accustomed to. The next slide is

7 one of those challenges: new space.

8 That's been a significant challenge for my staff in terms of providing the

9 desktops, providing cabling, working with ADM to deliver on the schedule that as

10 quickly as we could we could provide the new offices that are necessary.

11 One of the things I want to do is I want to thank the Division of Contracts for

12 their support in making sure we had the contract vehicles that would let us do that.

13 I do thank them for their efforts in supporting us there.

14 In that vein, we've provided 532 new work stations. We've had 1,275

15 internal moves during this year. In addition to that, we've had 3,300 computers

16 refreshed and 100 printers refreshed.

17 So there is a substantial amount of work that goes into not just providing

18 new space but for arranging for moves for employees as we shuffle. I just found

19 out the other day we're looking at another 1,000 internal moves between now and

20 the end of the fiscal year. It is a significant challenge. Let me go to gaps.

21 Progress on accrediting IT systems: We have not made the progress that

22 we had hoped in this area. The last time we talked to you in the closed meeting

1 we were planning on having four systems done at the end of this month.

2 We are going to have one system done at the end of this month. There are

3 a number of challenges. I have to take part of the blame in this case. We have a

4 number of competing interests.

5 We have not been as successful in recruiting and so it's a challenge to try

6 and juggle that workload; whether it's juggling between trying to support the

7 development of the National Source Tracking System which is looking for the

8 same resources as the certification and accreditation effort. It is a significant

9 challenge.

10 Jackie and I were just discussing last night looking for unique ways to move

11 forward. We are trying a number of additional things in the hiring department. The

12 last time that we posted, we had eight qualified applicants. We interviewed five.

13 We ended up promoting one internal candidate; the others either declined or went

14 to other agencies.

15 In some cases we ended up trying to hire someone against a - I'm trying to

16 think of the sliding scale - pay ban. Their pay ban was higher than the top of a

17 GG15. There really wasn't anything we could do in that particular case for the

18 position we had posted.

19 To help solve that, I did request from the Executive Resources Board the

20 ability to hire two additional folks at the Senior Level in IT Security and I did get

21 approval for that last Friday. We will be going out and trying to do that.

22 We are also hosting multiple positions open until filled so we don't get into

1   the situation where we have a posting that closes, we make a selection and if you

2   don't pick someone you have to start all over again. We are moving in that

3   direction as well.

4   The next gap I'll talk about is the process for reviewing and approving new

5   IT investments. With the guidance out from OMB, we had to come up and meet

6   their guidance with a more rigorous process.

7   The challenge is to bring people together early so we can have an

8   Enterprise Architecture; so that we're moving towards common solutions; so that

9   we're sharing data and not creating silos.

10   In order to do that, you have to have a process that forces people to come

11   through a common point so that you can have that happen. We, in fact, this year

12   established an Enterprise Architecture Review Board.

13   We've reinvigorated the IT Senior Advisory Council and we're making better

14   use of the IT Business Council.

15   Having said all that, we're going back and looking at that process to see is

16   there a way to streamline that so it's not as difficult to get through the process. We

17   do have that as an effort we're taking on.

18   Resources also come into play here as you look at the challenges of

19   balancing reviewing new systems, certifying older systems, so there is a weighing

20   of priorities and the decision-making that goes on every day as to where do you

21   apply resources.

22   I've already covered the last bullet so I won't belabor that one. Slide 15.

1   What will be different next year: One of the things that we're developing

2   this year for implementation pretty much next year is a collaborative electronic

3   work space for reviewing new reactor licenses.

4   Gary Holahan discussed this a little bit during his presentation for the Office

5   of New Reactors and we're on track to deliver this particular product. It's pretty

6   exciting because it lets you bring up all the documents that you need for the

7   review, whether it's the application, a NUREG, the centered review plan.

8   And so it will let you bring everything up together in a section so that you're

9   only looking at the information you really want. I know that the reviewers are

10   pretty excited about this. It's been a great cooperative effort with the Office of New

11   Reactors in bringing this together and pretty creative work by my staff to bring it

12   forward.

13   We have a plan for MS Outlook and Exchange. We've presented that to

14   the Chairman with copies to the Commission and basically we're waiting for

15   funding and approval to move forward on that one.

16   Improving video conferencing capabilities: We will be refreshing our

17   capability this year. You will see improved video conferencing between our

18   facilities by the end of the fiscal year. I've already talked about the work we've

19   done with the Enterprise Architecture Review Board and the IPSAC, that's the next

20   bullet on strengthening governance.

21   I will say it is a challenge to do portfolio management and get everyone on

22   the same page with regard to agency responsibilities. We've had a number of

1   discussions and philosophically everybody's on board. They all want integrated

2   data. They all want systems integrated.

3   The challenge is when you tell them, "Well if you want that, your system has

4   to do this and therefore you have to make some changes." Everybody wants to do

5   it until it impacts getting their project done. So that is a challenge.

6   The next one on re-competing the seat management contract. As you

7   know, our desktops and server infrastructure are provided under a contract. That

8   expires in 2010. In this next year we'll be planning for re-competing that. It's a

9   very complicated procurement.

10   We have already talked with the Department of Health and Human Services

11   because they just went through this and asked them about best practices. We will

12   be looking at lessons learned from our last time.

13   We're also looking at performance metrics. We're happy with some of the

14   performance metrics we have in our current contract; on the other hand there are

15   others we're not so happy with. Availability is one of those. Whether the system is

16   a little bit slow or up to speed, it's available.

17   We're going to be looking at defining those to better get the performance

18   we want as we re-compete this contract. We'll be looking at those sorts of things.

19   With regard to a laptop encryption program; we'll be developing that

20   program in '08 toward implementation in FY09. That's where we are with that

21   particular piece. And we'll be working on improving IT Project Management.

22   We have a Management Directive that Luis has issued for interim use;

1   Management Directive 2.8. That provides better guidance in this area. We're

2   waiting for final approval of that.

3   We've conducted a lot of group training for Project Managers who handle IT

4   in the last year and as we go forward we will continue to be doing that training.

5   We're also dedicating resources within the Office of Information Services to help

6   owners, system owners, as they develop new projects.

7   Principally, the criteria for success for those are the same ones that OMB

8   outlines. You want a project that delivers the functionality that you need, on the

9   schedule that you're looking for, and within 10% of the budget. Those are the

10   criteria that we're looking for and we'll be helping the offices monitor that. Next

11   slide.

12   I've already talked about expanding the broadband capacity. If I hadn't said

13   it already, in FY08 we will go to 1,200 concurrent users in that application which

14   we think will be adequate to support us in a continuation of operations.

15   Improving the connectivity to Regions and Resident sites: I know the

16   regions aren't happy. I've heard it from Regions. I've heard it from the Chairman.

17   In fact, just today my staff was meeting with a vendor, on how do we go about

18   doing that.

19   We believe we have a path that will allow a ten fold increase in capacity to

20   the Regions and a six fold increase in capacity to the Resident sites. We will be

21   testing that this year to see if that works with our infrastructure. We can get that

22   kind of improvement.

1   We have funding in the '09 budget and depending on where the costs come

2   out we may be able to implement that sooner, but we're still in the process of

3   evaluating technology to see what that will cost.

4   Centralized identity management: This is really the cornerstone of what we

5   need for access under the Presidential Directive 12 for our new badges which

6   have the identity authentication built into the badge.

7   In order to make that work, we have to have one location and as we are

8   looking at going to Microsoft Outlook and Exchange, we're moving to Active

9   Directory for this information.

10   We have a project underway with the New Reactor Office to use what they

11   call Enterprise Project Management. As part of that, we're populating the Active

12   Directory for that and we'll be testing its use with the Office of New Reactors to

13   make sure we get what we want on that topic.

14   But basically, if it works the way we think it's going to work, once we then

15   update the applications that have their own sign on, we'll move toward a single

16   sign on as well. So you won't have to sign on to multiple systems.

17   This is really the cornerstone to implementing HSPD-12, the new badging

18   and single sign on.

19   The e-filing rule: As you're well aware, it's something that OGC is working

20   on in terms of electronic filing. We're supporting them with regard to system

21   capability to support that rule. That is going well.

22   Future Commission decisions: This is really one topic with three areas for

1 consideration. The Commission had asked us to go back and look at Sensitive

2 Unclassified Non-Safeguards, or SUNSI policy, and come back and propose

3 reducing the seven categories we currently have down to two or three. We're in

4 the process of doing that.

5   We're going to combine that with looking at the recommendations that OMB

6 has on protecting personally identifiable information. We have a category, a

7 subcategory, called Privacy Information. Personally identifiable information is a

8 little bit broader category than Privacy Information so we're looking at factoring

9 that into what are going to give you on the SUNSI policy.

10   The last piece, the President's Task Force on Controlled Unclassified

11 Information actually takes what across the government is "Official Use Only" and

12 renames it "Controlled Unclassified Information" and basically it has two

13 categories.   We have a copy and we sent up a Commission Assistants note. We

14 meant to include the recommendations. We missed the boat on that and we didn't

15 get you that, so we will get you a copy of the recommendations that we have.

16   But basically it's - the latest information I have is that it will be a while before

17 they're done with that policy. I personally think when I look at it they have a

18 category that's very similar to what we have for most of our SUNSI and then they

19 have a category that's very close to what we have for our safeguards information.

20   There's two levels of protection. One of the requirements that they do have

21 is at the higher level is for encryption of e-mail, which as you know the

22 Commission came back under SUNSI and said not to implement it.

1   We don't appear to be any closer in terms of a single product across

2   Government for encryption for e-mail but perhaps we'll make some progress

3   before the policy comes out. And that basically is the presentation.

4   I want to reiterate that I think it shows a significant number of

5   accomplishments. We do have some challenges and I look forward to your

6   questions.

7   MR. REYES: Chairman and Commissioners that completes our

8   prepared remarks. We welcome questions.

9   CHAIRMAN KLEIN: Thanks for that good presentation. I'm sure it

10   has been an active year probably some of your staff has felt stress at times, but it

11   also is an exciting time. It's probably no different than the stress that some other

12   offices feel with new reactors and ESPs and other things. But it is a dynamic time.

13   Commissioner Jaczko?

14   COMMISSIONER JACZKO: I'll start my first question with the last

15   point you talked about which was what the status is of the Controlled Unclassified

16   Information which I guess previously was sensitive but unclassified information or

17   was it separate?

18   MR. BAKER: The Controlled Unclassified Information is a new

19   designation that was developed by the President's Task Force. It would envelop

20   what we called SUNSI.

21   COMMISSIONER JACZKO: What they previously called sensitive

22   but unclassified?

1   MR. BAKER: What they previously called OUO. It's basically to

2   cover anything that was in the generic -

3   COMMISSIONER JACZKO: Sensitive but unclassified?

4   MR. BAKER: You're correct. It's sensitive but unclassified.

5   COMMISSIONER JACZKO: You mentioned that there is largely be

6   about two tiers for that right now and that first tier would cover essentially things

7   comparable to safeguards information, or the second tier, whichever tier it is?

8   The other things then would fall into another category. One of the

9   challenges that we had with the SUNSI previously was that there are nonetheless

10 things in that other category that have statutory requirements, like Privacy Act

11 information, among other kinds of things. What is your sense of how that will be

12 resolved?

13   MR. BAKER: If I look at the controls that they're imposing, I think

14 they're consistent. They would not be using the same label, but the controls on

15 the information would be the same, maybe slightly higher.

16   COMMISSIONER JACZKO: So we would have to protect - I think

17 this is part of the challenge we had before. We would then be having to protect

18 some information comparable to Privacy Act information that may not necessarily

19 have the same kind of ramifications?

20   MR. BAKER: Let me back up and make sure we're all on the same

21 page. Under SUNSI -

22   COMMISSIONER JACZKO: I'm not talking about under SUNSI.

1   Where do you see this new President's policy going?

2   MR. BAKER: The President's policy covers everything that would be

3   OUO. It would cover the seven groups that we had.

4   COMMISSIONER JACZKO: That tier that covers all that information

5   would have largely the same kinds of controls on it?

6   MR. BAKER: That would be our decision. We will have to decide

7   and it will be the Commission's decision. We the staff will make a

8   recommendation to bin those.

9   COMMISSIONER JACZKO: It is possible within that to bin those and

10   have different levels of control?

11   MR. BAKER: Yes, absolutely. That is the agency's decision in terms

12   of the information. All they're providing is the schema and then once we decide it's

13   within a particular family then we have to live with the controls that they have for

14   that family. Does that make sense?

15   COMMISSIONER JACZKO: How many families of controls will there

16   be?

17   MR. BAKER: Again, there are two categories. Within those two

18   categories you would then have to fit those and then -

19   COMMISSIONER JACZKO: Let me ask you this. Encrypted emails:

20   what family or category would that apply to?

21   MR. BAKER: The higher category.

22   COMMISSIONER JACZKO: Higher category? So Privacy Act

1 information for instance, would that require encrypted e-mail?

2   MR. BAKER: Well, let me back up - the Privacy Act is actually the

3 smaller group. If I go to personally identifiable information where OMB has put out

4 guidance which is a bigger group that encompasses privacy, the answer is yes.

5   OMB has said that that should be encrypted. We've taken the position that

6 we will not e-mail that outside our infrastructure and that we won't store it on local

7 devices at this point because we don't have the encryption capability.

8   COMMISSIONER JACZKO: So, does personally identifiable

9 information then fall into the more restrictive category?

10   MR. BAKER: Given the two categories it would fall within the more

11 restrictive. I will tell you -

12   COMMISSIONER JACZKO: We would be treating Privacy Act

13 information comparable to safeguards information?

14   MR. BAKER: Given the two choices, that would be my

15 recommendation to the Commission. The Commission can decide otherwise just

16 like it did the last time.

17   COMMISSIONER JACZKO: This will just cover electronic use of the

18 information? We now need to keep Privacy Act information in safes?

19   MR. BAKER: Not necessarily. Let me go through - it does describe

20 physical handling. It describes marking and it describes electronic handling and

21 storage. Those three things -

22   COMMISSIONER JACZKO: It does not describe physical storage.

1   MR. BAKER: Yes, it does. That was one of the categories. It does

2   describe physical handling and physical storage. Now I will tell you that my staff

3   has gone back and commented verbally back to the group that with PII, personally

4   identifiable information, you might want something in between. As small as we

5   are, we're probably not going to drive that argument.

6   COMMISSIONER JACZKO: I don't want to belabor this too much. It

7   seems to me still a work in progress. I think certainly, I think it's extremely

8   important to protect personally identifiable information and maybe it needs to be

9   protected at the same level as safeguards information.

10   I think that would dramatically change how we handle that information and

11 process it.

12   I want to turn just briefly to another topic. I was wondering if you can

13 provide an update on where we are with the IT components of National Source

14 Tracking.

15   MR. BAKER: We had OIS and I'm going to say FSME because I can

16 get through the whole name. I didn't write that one down. We had a meeting with

17 the contractor, with senior contractor management there. I think we have a path

18 forward.

19   We have a meeting, OIS, FSME and the contractor, have a meeting the

20 26th, so next week, to discuss the resolution of the hardening of the development

21 environment. They tell us they think they're ready. At that point time in time, we

22 then have to do of scan, confirm they're ready, and provided the results come

1   back acceptable then they're ready to go in terms of development. That's the

2   hurdle.

3   They are still doing some development but the major part requires the

4   development environment to be hardened. Based on the people they have, the

5   skills, the commitment by senior contractor management, I think we'll get there.

6   COMMISSIONER JACZKO: Do we at this point have a credible date

7   for which we think the system will be ready? You don't need to give me a date if

8   you don't think it's a good number.

9   MR. REYES: He wants to give you a date.

10   MR. BAKER: I don't have a date.

11   MR. REYES: We owe you a date.

12   MR. BAKER: We owe you date. I will tell you there are issues with

13   contractual space that I don't - I can't tell you how we're going to come out on that.

14   The senior management for the contractor has proposed an accelerated schedule

15   that they are ready to support.

16   Once we get through the hardening and we have a discussion about their

17   proposal on the contract then I think we can give you a date. The date that they

18   gave us they now have senior management that says we think we can beat that

19   date and we'll get you a date. I can't comment on the other part of it in this

20   meeting.

21   COMMISSIONER JACZKO: That's fine. I appreciate that.

22   COMMISSIONER McGAFFIGAN: Can you give us the non-

1   accelerated date?

2   COMMISSIONER JACZKO: If you can provide those.

3   MR. REYES: We have it but my memory fails me.

4   MR. BAKER: I think the date is May of '08. I think that's the date

5   they have given us.

6   MR. REYES: We have confirmation from the audience.

7   COMMISSIONER JACZKO: If I could just finish, I would like to say

8   what is extremely important to me is that I do not want to get dates that are not

9   reasonable dates and credible dates.

10   It's more important to me that we take the time to get a good date. I know

11   we had a briefing and the May '08 date was thrown around. At the time of the

12   briefing, that date was not considered to be a reliable date.

13   I want to be clear that what I would like is a reliable date and I think I would

14   rather wait a few more weeks or so if that's what it takes to get a reliable date

15   because I think the last thing we need is to again have a date that slipped or

16   missed.

17   Unless I hear otherwise, I'm assuming that the May '08 date is a reliable

18   date and I think I can wager one of my colleagues whom - I don't know if anyone is

19   willing to take up my wager on that, although I would never do such a thing, Karen.

20   I would like to know that it's a date that if I were to do something like that, I

21   could wager and not lose a bet on that date. If those people who chimed in from

22   the audience chimed in before I did make that statement, if they want to chime

1 back in and say anything else. If they don't, I'll assume that that is a safe wager.

2 Again, I don't want to take too much more time. I'm more interested in

3 getting a reliable date here and not having a number thrown out that we will again

4 find ourselves in six months not being able to meet. I think it's important that we

5 get this done and we get it done timely. Thank you.

6 CHAIRMAN KLEIN: Commissioner Lyons?

7 COMMISSIONER LYONS: Thank you, Mr. Chairman and thank you

8 Ed for going through the number of accomplishments within the last year. It is a

9 very impressive list. Some of the ones that I was particularly interested in.

10 You mentioned the expansion of the broadband remote. Certainly during

11 the ice storms, that was essential. I'm sure there'll be many folks interested in the

12 further expansion that you're planning.

13 You mentioned the Microsoft Office expansion, the additional work on PII

14 and you mentioned Blackberrys. And the Chairman mentioned Blackberrys.

15 Some of you are well aware that that's also one of my personal favorites. I did

16 notice that we got Blackberrys a whole lot faster when the Chairman asked for

17 them.

18 CHAIRMAN KLEIN: I have given them advanced warning prior to my

19 confirmation hearing.

20 MR. REYES: We got a head start on that project.

21 COMMISSIONER LYONS: I like my Blackberry. On slide 14 you talk

22 about the difficulty in hiring staff. I can well imagine that there's some very

1   substantial challenges there.

2   Have you folks looked into the possibility of, if you will, growing our own,

3   sending people to appropriate schools, making the appropriate reinvestment in

4   return? I hope Karen can come up with a way so that there's a certain amount of

5   service back to the organization. Can we grow our own?

6   MR. BAKER: Yes, we can. The challenge right now is given the

7   workload is finding them time to do that sort of thing, but we have co-ops in-house

8   that we do support. We've hired a number of co-ops.

9   In addition, we have hired people out of the Department of Homeland

10   Security program that they set up to get folks through IT Security training. We've

11   hired a couple folks out of that program. I will tell you right now the challenge is

12   trying to find immediate resources that can hit the ground running.

13   MR. REYES: We have a strategy for that.

14   MS. SILBER: If I could add on to that. Ed mentioned the fact that

15   we'll now have some announcements for term SL appointments that I think will

16   allow us to get some people in more quickly or more successfully than we've had

17   posting at 14 and 15.

18   We've also been working on a contract and then the people coming in who

19   we would train. We're trying at least a three-pronged approach, but as Ed said it's

20   the pressure of getting systems certified now that tell us we really need the

21   experienced people as soon as possible.

22   MR. BAKER: I will put in a plug here for the fact that the million dollar

1   threshold for going to the Chairman for approval has been a bit of a hindrance.

2   We did an independent government cost estimate for the contractual arrangement

3   to bring in a supplement for IT security.

4   Unfortunately, we didn't estimate the cost for it well enough. When the

5   proposal came in, it came in at twice what we had estimated. We had done a little

6   bit of research and it certainly wasn't what we were expecting.

7   At that point in time we exceeded the money we had and we're now in the

8   process of going back with a new contract, with a new Chairman paper, because it

9   is in excess of the threshold that we can go forward with. It does, on occasion,

10   slow us down.

11   COMMISSIONER LYONS: Well, perhaps as I think the only one on

12   the Commission who did not favor that threshold for seeking the Chairman's and

13   the Commission's concurrence, you just described exactly the reason why I would

14   prefer that staff have more flexibility in this area. In any case, I sympathize with

15   your concern.

16   MR. BAKER: It's a challenge.

17   COMMISSIONER LYONS: A comment on slide 16 where you talk

18   about improving IT Project Management. I think to some extent this may be along

19   the lines of what Commissioner Jaczko was asking as well. I just want to mention

20   that I think we have seen several examples where there's room for improvement in

21   that project management.

22   Recognizing that its complex, challenging; but we do need to come up with

1   reliable dates for major areas, major pieces of software. We have some extremely

2   visible ones that are unfortunately slipping or have slipped and I, too, will be very

3   interested in accurate dates, not that I wish to bet against Greg. Hopefully we can

4   all be betting on dates with very high confidence.

5   MR. REYES: A lot of people are interested in this project. I want you

6   to know it's not only you. We want to get it done. You're right.

7   COMMISSIONER LYONS: That's all. Thank you.

8   CHAIRMAN KLEIN: I was surprised when I looked at some of the

9   numbers that only 44% of the budgeted IT goes through your office. The question

10   is could we be more efficient if we had it centralized, more centralized?

11   MS. SILBER: I'll take that one, Ed, because I have some strong

12   feelings on that subject. I have looked at this and I think that there are pitfalls,

13   both in an entirely centralized approach and in a decentralized approach.

14   What I have seen work in terms of benchmarking analysis that I reviewed is

15   a federated approach. There are some decisions to be made that are more

16   appropriately made by the business owner. They have a better sense of the

17   requirements.

18   I think where we have challenges are situations where a business owner

19   can move pretty far in a process of acquiring software, of planning software, and

20   we're not always working within an agency set of standards.

21   I think we're there for a number of reasons in the current situation and I

22   think some of those reasons have been contributed to by OIS, by me when I was

1 the office director, because there's a responsibility on the part of the central

2 organization to make sure there are clear standards.

3   I talked earlier about the fact that we really have to strengthen the

4 partnerships. It's not enough to throw something over the transom at the business

5 owners and say you have to meet the standard and figure it out for yourself.

6   We have work to do in that area but I really believe that getting an

7 enterprise approach, using Enterprise Architecture and a more centralized

8 approach for a lot of things will make us more efficient.

9   MR. BAKER: Let me add to that and you're going to see this in the

10 paper that we are sending you at the end of the week on the schedule for

11 certification and accreditation.

12   We went out to the offices with what we could do. We had gone to you as

13 the Commission before that and said we're going to do 12 in '07; we're going to do

14 13 in '08, and the remainder in '09.

15   The offices came back and we have four or five that want to be accelerated.

16 We've got an issue of agency priorities and how do we pick those because we

17 have more demand than we can satisfy. And so, that's part of what Jackie is

18 talking about.

19   It also happens in the development area where offices have the capability

20 to go out and develop what they need. When it comes over to the infrastructure,

21 we're kind of at the end of the fire hose trying to keep up when we don't have good

22 portfolio management in making decisions on an agency basis. So that is a

1   challenge.

2   CHAIRMAN KLEIN: I've seen in the past primarily at universities on

3   accounting systems. What happens is you'll have centralized accounting that

4   doesn't meet the user's needs so you have a shadow accounting system set up in

5   every department. You end up having a central system that isn't responsive to

6   people's needs. Therefore, you set up a shadow.

7   I would be receptive to seeing an integrated approach if you would want to

8   send that to the Commission for us to look at; if there's a way we can do it better. I

9   think one of the things if you do go centralized; the expectation is that you meet

10   people's needs, if you don't meet people's needs, they're going to go on their own.

11   MR. REYES: I think that having been a user before and having

12   experienced the frustration and having to pioneer some things and get in trouble,

13   but eventually move the agency. If we make the changes, what we need to

14   understand is how we execute that.

15   We need to execute it in a way that provides the services that the offices

16   need. I think where we are today is just part of some legacy issues that we had

17   early on when we had this formation. It may be time to revisit. I don't know what

18   the real mix - I don't know what the best mix is, but it is a good question to raise.

19   CHAIRMAN KLEIN: Do you have an IT users group that you get

20   active feedback that tells you what you need? Do you have metrics that measure

21   how well you're doing with what the customer needs?

22   MR. BAKER: I don't know that we have very good metrics. We do

1   have an IT focus group that meets in terms of new technology and owners needs.

2   We do solicit once a year. We go out prior to the budget process and request, ask

3   them to forecast.

4   I'll be honest; the response we get in forecasting hasn't been good. We still

5   get caught where we get requests to do something in six months that's not

6   forecasted, not budgeted. There are still some challenges in that area.

7   CHAIRMAN KLEIN: I think when you come in with a recommended

8   approach it would be good to look at the whole structure. How do you ensure that

9   our employees are getting the services they need to do their jobs effectively? I

10   look forward to seeing that system. Commissioner McGaffigan?

11   COMMISSIONER McGAFFIGAN: Thank you, Mr. Chairman. I want

12   to compliment you on your accomplishments. I know there's lots of staff in the

13   back there who work very, very long hours and work very, very productively.

14   Some of the rest of my remarks will remind folks that we're not as successful as

15   we need to be.

16   I don't think that staff aren't working hard. I think it's because we've got

17   processes that may be broken. The addition of work and the subtraction of work

18   seems to be quite - what I hear from you is what I heard from NSIR back in the

19   day when they had all sorts of unplanned work. Adding and shedding, the

20   shedding is the hard part. Nobody wants you to shed.

21   I think that people work very, very hard, but you work within a broken

22   system. The software system is inherently broken because it's controlled by the

1 Microsoft's of the world who build in obsolescence which forces people - we don't

2 have to replace nuclear power plants every 48 months or 36 months or whatever

3 is and go to a new operating system for the nuclear power plants. If we did we

4 wouldn't have any. We wouldn't have any coal plants. We wouldn't have any

5 plants.

6   This particular industry has built-in obsolescence which guarantees that if

7 anybody goes into Information Technology will always have a job. It's sort of alien

8 from most of what we deal with in our lives.

9   When NRR was here, they talked about the fact and we talked about it at

10 the Reg Info Conference, that there are lower numbers of hours projected in order

11 to get the training done for the new people were coming in. I forget the numbers;

12 something like we went from 1,400 to 1,200. Is that about right?

13   MR. REYES: That's about right.

14   COMMISSIONER McGAFFIGAN: Do you guys get to assume lower

15 productivity in your staff so that you can hire more and try to train people? You

16 said training is a hard thing to do when people are working so hard. Do we treat

17 OIS the same way we treat NRR?

18   MR. BAKER: Unfortunately, we have not had the same

19 sophistication that NRR has built up in their record keeping system for ours. We

20 are just this year putting in place the system that will let us do a better job of

21 tracking what does it take to develop software? What does it take to maintain

22 systems? I'll be quite honest; I don't have the data that would let me tell you that.

1   COMMISSIONER McGAFFIGAN: NRR is really clever, but I think

2 realistically you guys have to have the same thing. If people are feeling too

3 stressed, you probably are assuming higher productivity from them then maybe is

4 rational.

5   MR. BAKER: That may be true but I think we just got caught behind

6 the curve. I'll be quite honest. We've gotten very good support from Jackie and

7 Luis in terms of giving us the ability to hire. We got caught a little bit with the CR

8 and we stopped.

9   We didn't take postings down, but we stopped hiring. We had the time

10 frame from October until February where - we were aggressive early. Basically,

11 when we started the fiscal year, we were at our '07 ceiling. Everybody was ready

12 to go to their '08 ceiling. We were already there in '07 and we stopped. We had to

13 stop. It's a matter of the speed with which we can bring people on board with the

14 requisite skills.

15   COMMISSIONER McGAFFIGAN: If they have the requisite skills, get

16 them into the program.

17   MR. BAKER: I will tell you for most of the seasoned people that

18 we've hired, they can go to work right away. We've hired a number of really good

19 people that have helped us with Microsoft Office. They came on board and they

20 were ready to go because they've worked with it. You're not training them to do

21 something new.

22   Same thing with Outlook and Exchange. We've hired a couple of people

1   that have some experience and so you have that capability. It's not quite the

2   same as training them to be regulators, to be quite honest.

3   You're using them in a skill that's pretty similar to what happens in the

4   industry. On the other hand, IT security in the government is different than IT

5   security in commercial industry.

6   COMMISSIONER McGAFFIGAN: Okay. The issue of do we know

7   how to buy IT systems comes up with National Source Tracking. Obviously, in my

8   tenure, came up with that. They came up with Star Fire. It's come up with lots

9   and lots of things.

10   NMSS and probably now FSME system that didn't work out all that well. Do

11   we know, aside from the security, do we know how to write contracts to get the

12   systems we want to get? Or are we still - is every new contract an escapade,

13   which we sort of try to learn lessons from the past.

14   At one point, Luis said we have a strategy for that. We have a strategy for

15   everything around here by definition. But do we have a strategy that will work in

16   buying IT systems?

17   MR. BAKER: I will tell you because my staff in concert with Contracts

18   and FSME did an analysis of the contract that we issued for NSTS. When we

19   finished that analysis and where the problems were we believe we had a good

20   contract.

21   We believe the contractor had a good proposal. What happened was we

22   don't feel the contractor fulfilled the proposal they submitted.

1   MS. SILBER: To add onto that -

2   MR. BAKER: Mary Lynn, make sure I don't step into trouble here.

3   COMMISSIONER McGAFFIGAN: I'm asking you, do you think you're

4   really learning or maybe it's because of the turnover of staff that we keep making

5   the same mistake in dealing with these contractors. Commissioner Merrifield and I

6   got a briefing, I think, on NSTS. There's no particular urgency.

7   We've got an interim database. We're doing data calls to the states in

8   Category 3 and 3.5 systems. We've got substantive things that replace - not

9   replace, but replace part of what the National Source Tracking System will do for

10 us.

11   The frustration is do we have - I don't know what the next National Source

12 Tracking System will be; the National COL database. Will we be able to pull off?

13   MS. SILBER: If I could, there are a couple of things. I think we're

14 much better at it than we've ever been. I think, from my perspective, the fact that

15 with the first deliverable on NSTS we took a strong position that the deliverable did

16 not meet the mark and then took the appropriate action.

17   For me, it was a sign that we're doing it right. Rather than letting the

18 system progress much further and then having considerable cost to backfit it. I

19 think we're getting better at the measures that we put in place.

20   I do think there are a number of issues and we are working on them. Staff

21 in program offices who have the lead on systems need to be better educated.

22   Ed and I have had a discussion about a qual card for people who are going

1   - If we have certain things that we decentralize then it needs to be clear whether

2   you're sitting in OIS or in the program office, what is your responsibility as the

3   project manager on an IT Program? That's what Ed was referring to.

4   COMMISSIONER McGAFFIGAN: Is there another major IT program

5   currently underway besides National Source Tracking System that is new?

6   MR. BAKER: S-LES comes to mind; Safeguards LAN is one; the

7   modernization of ERDS. That's still in its formulation stage.

8   MS. SILBER: Which is a good time to catch doing it right.

9   COMMISSIONER McGAFFIGAN: You put yourself on ERDS as all

10   my colleagues know and I think Commissioner Jaczko had the first briefing, you

11   guys are so far behind the eight ball. I think the time scale that you talk about the

12   stuff that we have today being obsolescent and the time to replace it before the

13   software and hardware give out, you don't have a lot of time left.

14   That doesn't seem to be compatible with the time scales replacing it -

15   doesn't seem to be compatible with the time scales I've endured with ADAMS, with

16   Starfire, which thankfully we canceled, and with the National Source Tracking

17   System. I wish you well on ERDS. It's terribly important we get it right. Thank

18   you, Mr. Chairman.

19   CHAIRMAN KLEIN: Commissioner Jaczko?

20   COMMISSIONER JACZKO: Just a very brief question to follow up on

21   a point. I certainly agree with a lot of Commissioner McGaffigan's comments. The

22   point that the Chairman made about how we look at IT governance, or the

1   centralization versus dispersion, or whatever the responsibilities -

2   Jackie, you said you favor a federated approach. Is that where we are or

3   where we're heading? Would it be a big hurdle to get there?

4   MS. SILBER: I actually don't think it would be - well, let me be careful

5   about that. It would be a big hurdle to get there because it would involve

6   additional resources and expertise to move us to the infrastructure.

7   It's almost like regulatory infrastructure that you have to put in place; here

8   are the expectations, here's the guidance, here's the Enterprise Architecture in

9   which you need to work.

10   It wouldn't be a big hurdle because it's being done out there. There are

11   government agencies that are doing it so there's very good models. People I've

12   talked to who are willing to share those models.

13   Right now I wouldn't say that I could label what we are doing. In some

14   cases an individual office because they have budget funds will budget for a

15   system. As Ed said, looking at it from an agency perspective, that may or may not

16   be an agency priority.

17   The other thing that we see, and this is really - this is not offices coming up

18   with gee whiz ideas, but a lot of what we get are very, very short turnarounds and

19   it's not because somebody's neglected the thinking, but it's just that new

20   requirements hit us and the way to address those; capturing the e-mail comments

21   is a perfect example.

22   You have to kind of live it to see here is a need we have and we have to

1   deal with that quickly. If you have an Enterprise Architecture, if things are

2   standardized, it's much easier to respond to those quick turnarounds.

3   MR. REYES: In order to get there, you have to have the vision and

4   you want to get there. Then when we do the budgeting, we need to understand

5   we're going to apply all that money for something that is not readily apparent

6   today, the outcome, but it's down the road.

7   In the past we have had difficulty with that process in terms of - you're

8   talking big bucks at the beginning. You're talking significant amounts of money to

9   get there.

10   MR. BAKER: We do have one success at the moment and it is the

11   fact that the CFO has been working very closely with all of the offices on moving to

12   their core financial system.

13   We just had an Enterprise Architecture Review Board meeting where they

14   came in and explained what they wanted to do and the offices who were

15   represented all said, "Yeah, that's what we want." It gives us the functionality. It

16   gives us the data relationships. We get to see the visibility of the information, the

17   sharing.

18   But on the other hand in order to get there, we're now putting something in

19   the '07 time frame to put in an enterprise gateway which is basically the hardware

20   that lets those systems share data.

21   We're still a little bit catching up, but I do have to compliment them because

22   we started the project together in terms of an enterprise architecture that lets them

1   move forward and it's working so far.   We chose that as a sector together. I have

2   to compliment them on working with everybody in getting there.

3   COMMISSIONER JACZKO: I appreciate those comments. I think

4   Commissioner McGaffigan said it probably best. These are challenging issues to

5   deal with. We could have started this meeting with the certain set of state of the

6   art IT technology and probably by the end of the meeting that was obsolete.

7   We're always faced with that challenge and I think as soon as you do

8   something, it seems that they make - the computers can just about keep up with

9   how complicated they can make the software. We never really get faster

10   computers or faster things. Thank you, Mr. Chairman.

11   CHAIRMAN KLEIN: In the University we always watched the new

12   systems come out and the day you buy your computer system it's already obsolete

13   because there's new ones that are coming out. I think Commissioner McGaffigan

14   is right. There is probably some element of job security in there as well.

15   COMMISSIONER McGAFFIGAN: I am not personally impressed, nor

16   do I need most of the new bells and whistles that have been put on these complex

17   Microsoft systems. I'm sure they are good for somebody.

18   MR. REYES: Bill Gates' revenge.

19   CHAIRMAN KLEIN: Commissioner Lyons?

20   COMMISSIONER LYONS: It's been an interesting discussion and I

21   certainly share the views of my colleagues in this area. In fact, this is almost an

22   unusual meeting where I think there's a great deal of unanimity among the

1   Commissioners. It has been an interesting discussion.

2   There have been comments on the stress levels, the work levels of people

3   in OIS. There was comments on I think you said 70% positive of that order on the

4   work environment.

5   I'm just curious if you see additional ways of improving the work

6   environment in OIS that perhaps the Commission should be working toward or

7   should be aware of as we're handing you this vast array of challenges?

8   MR. BAKER: That's one I'm going to have to get back to you on. I

9   don't have an off the top answer. I will tell you that we do solicit that from the staff

10   and I will tell you that the two things they asked us that they felt were most

11   important were the ability to forecast work, which is something that as I said we

12   just put in place so that we get to the level of detail.

13   I know something that's very much on the Chairman's mind as we've

14   implemented Microsoft projects so we plan these out, we resource them which is

15   something we haven't done in the past. That is helping us do that.

16   The other thing is prioritization. I will tell you on almost a daily basis it's a

17   struggle between operational priorities and longer-term priorities. I don't have an

18   answer for you, but I'd be more than happy to go back and talk to my management

19   team and see what we could offer you.

20   Those were the two issues that the staff raised as a result of the survey.

21   We've been working on those. As I said, we've committed to them to use

22   Microsoft Project to schedule and resource and also to try and do a better job with

1 prioritization.

2 I'll give you a very good example. Just the latest issue where we came up -

3 DHS came out with the announcement that there is a flaw with Citrix. That caused

4 me to make a decision; do I take resources away from C&A to apply and fix that

5 flaw?

6 I say it's a daily, maybe it's a weekly. But it's something that's always on

7 the forefront between protecting our information on a daily basis.

8 COMMISSIONER LYONS: Personally, I'd very much appreciate it if

9 there are good ideas, I would hope that could be an action that's taken away from

10 this meeting. I think the Commission should know if you see ways of improving

11 that work environment because as all of us have said, we're asking a great deal

12 from your organization, from your people and in many ways you are a vital,

13 absolutely vital part of the backbone of the agency.

14 MS. SILBER: Thank you for that offer.

15 CHAIRMAN KLEIN: On slide 16 you indicated you had accredited

16 50% of the major and general support systems.

17 MR. BAKER: Categorized, not accredited, categorized. Meaning

18 we've decided whether they are low, moderate or high.

19 CHAIRMAN KLEIN: Mine says accredited.

20 MR. BAKER: I'm sorry! I'm on the wrong slide. That's the end of

21 FY08. I'm sorry, sir.

22 CHAIRMAN KLEIN: That's where you're headed to do. My

1 understanding is we have about 50 systems. Why do we have so many? That's

2 more than a lot of agencies.

3   MR. BAKER: It is more than other big agencies and that's part of

4 what we're looking at the inventory. Can we consolidate some of those down and

5 do an accreditation that covers a broader range? My staff, particularly for

6 infrastructure, is looking at that.

7   The other challenge is to really to understand when an office outside of OIS

8 says they have a system, is it really a system? I'll give you one example. I had a

9 discussion today with the Office of Research as part of the semi-annual

10 assessment.

11   They came down and they put a box on my table. It was basically a

12 package of software. At some point in time, Research had reported that that was

13 a system. And so, it was very clear to me that that's not a system. We need to

14 get it off the inventory.

15   That's why when Commissioner Lyons asked that question we're going to

16 have to sit down with the offices and study that and go case by case and say what

17 is it really? Is it an application that you've called a system? Is it really a system?

18   We will do part of that as working through the inventory, but we are looking

19 for ways to do that, sir.

20   CHAIRMAN KLEIN: One other question on ADAMS. I know

21 Commissioner McGaffigan had mentioned ADAMS. I assume that that's the

22 capture and a search engine in essence.

1   MR. BAKER: It's a storage mechanism. It has a search engine on it.

2   CHAIRMAN KLEIN: I don't know how Google works, why do we have

3   ADAMS verses Google like. In other words, if you look at how that system works,

4   are we investing in something that has passed us in terms of the search engine

5   part?

6   MR. BAKER: In terms of the search engine part, you are correct. We

7   currently have a Citrix-based search and we have a web-based search. We have

8   looked at a new search engine for ADAMS. Its part of what we're looking at as we

9   modernized ADAMS.

10   The answer to your question is we realize we don't have the best search

11   engine. The people who are the heavy users, the licensees, the legal firms

12   downtown; they actually like the Citrix search engine. The public doesn't.

13   We are looking at improving that as we go forward with the modernization

14   of ADAMS.

15   CHAIRMAN KLEIN: I realize that wouldn't necessarily be your

16   capture system, but for the search part, it seems like there's some good systems

17   out there.

18   MR. BAKER: Yes, sir. As you well know when we put up the new

19   public web page we put a Google search engine on it.

20   CHAIRMAN KLEIN: Thanks. Commissioner McGaffigan?

21   COMMISSIONER McGAFFIGAN: Jackie, you mentioned that there

22   are other agencies doing Enterprise Architecture both in government and not in

1 government. The government folks, how are they staffed to do it?

2   Is it different from us, significantly different? You'd have to hire a crew of

3 folks who really were good at it and really understood all of our systems?

4   MS. SILBER: You would have to have what I would describe as a

5 critical mass. We've had two Enterprise architects come in and leave before the

6 job was done.

7   COMMISSIONER McGAFFIGAN: That's because they got better

8 offers elsewhere?

9   MS. SILBER: Yes. They had better offers elsewhere. In one case it

10 was a better offer within the NRC. That's an issue.

11   MR. BAKER: The person went to a supervisory position from a non-

12 supervisory position.

13   MS. SILBER: It was somebody who was really doing a good job in

14 moving us along. We really do have to have the right core group of people to work

15 on this. Then you need to put the right set of guidance out that is very clear about

16 what the expectations are for everyone involved.

17   COMMISSIONER McGAFFIGAN: How do you enforce the

18 guidance? How do these agencies that do it successful -

19   MS. SILBER: Usually the way it's enforced - I want to be careful here

20 because I want those partners that I have to say my partners - usually it's enforced

21 because the CIO has to review all budgets and expenditures for Information

22 Technology.

1   MR. REYES: It's a golden rule. The man who has the gold makes

2   the rules. That's an original quote.

3   COMMISSIONER McGAFFIGAN: It sounds like a fairly large cultural

4   shift or infrastructure shift for us.

5   MS. SILBER: You're right. More a cultural shift then an infrastructure

6   shift.

7   COMMISSIONER McGAFFIGAN: We have to get people who are

8   going to stay with us for a while, maybe more SL's is the trick. You need to have

9   people that are going to stay with us for a while, who are going to serve the CIO,

10   who are going to, when it comes to budget time, advise the CIO that the offices is

11   XY and Z sinned on these programs and therefore should accept their

12   punishments in purgatory, wherever, and the rest of these folks are doing well.

13   We don't have any of that today, do we? We sort of have anecdotes.

14   MS. SILBER: To be fair, we have a Capital Planning Investment

15   Control Process Office to send things through, a screening form, but right now we

16   don't get in their way if they have the finance and a legitimate business need.

17   COMMISSIONER McGAFFIGAN: It strikes me after all these years

18   that this is a very difficult area as I said at the outset. Maybe we need to look at

19   the infrastructure for you guys. We're going to have a new CIO, maybe fresh

20   eyes. He or she can take a look at where we are and bring some knowledge from

21   the outside with him or her, if she's from the outside.

22   In some sense I think we're under budgeting. You guys are constantly over

1   promising. We may force you into it, like the four systems that were supposed to

2   be certified by the end of this month as of a month ago.

3   If I were you guys I wouldn't make promises like that and then have to come

4   in today and say well thanks to the good buddies we have at ASLB we've only

5   been able to get one of those across.

6   This is an area where very, very good people labor. They labor against

7   tremendous odds, but we haven't solved the problem at this point. I urge that if it's

8   a resource issue, we get resources. It's an infrastructure issue, we get

9   infrastructure. We have to get ahead of this thing because it's not a happy story.

10   CHAIRMAN KLEIN: Thank you very much for the presentation.

11   Clearly, what you do is very important for this agency. IT and IS are extremely

12   important for us being able to do the jobs that we need to do. So what we need to

13   have is a reliable system. We need to have responsive system and we need to

14   have a secure system.

15   I think you've heard from all of us that said it's likely we need to invest both

16   in people and hardware to be successful.

17   I think what the Commission needs from you is what do you need to be

18   successful and what do we need to be successful. If that means investments then

19   we need to consider that in our budgetary process because it will let us all do our

20   jobs more effectively and efficiently.

21   Thank you. You had a good year and I'm sure you're going to have a

22   busier year coming up. Meeting adjourned.