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**I&L
RECOGNIZED
FOR
PRODUCTIVITY
(U)**

(U) On 25 September 1995, the Agency's Installations and Logistics (I&L) Organization received the U.S. Senate Productivity Award for Maryland in the Public Sector Category. Notification of the award was made in a joint conference call by representatives of the Offices of Senators Paul S. Sarbanes and Barbara A. Mikulski.

(U) I&L had progressed to the stage of Finalist in the award process and was visited by a board of independent examiners on 12 September. During the visit examiners interviewed Senior Management, the Quality Coordinator Team, non-management employees, middle managers, and toured some of the I&L Reinvention Lab activities. The site visit verified the comprehensive application in which I&L addressed Productivity and Quality Leadership, Human Resource Excellence, Productivity/Quality Results, Customer Orientation and Results, and Impact on State and Local Community.

(U) Competitors in the Public Sector Category include all federal, state, and local government organizations and public, not-for-profit educational organizations, including higher education. A first not only for NSA but also the entire Intelligence Community, this historic accomplishment and recognition can be viewed as a milestone in I&L's continuing quality journey. Senators Sarbanes and Mikulski will present the actual award to the Chief of the I&L Organization, [redacted] and the I&L Quality Director, [redacted] in a formal ceremony at Martin's West on 17 October.

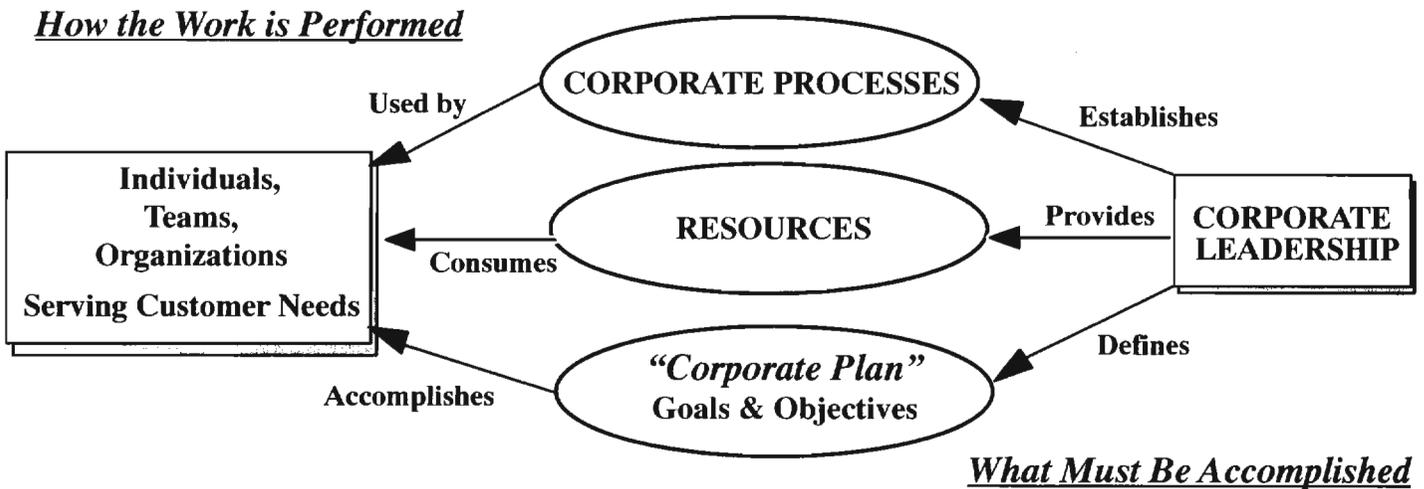
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**ISSO PROCESS
REENGINEERING
AND
CORPORATE
PLAN
(U)**

(U) In Vol. III, #34, we described the Agency's effort to reengineer existing Information Systems Security Office (ISSO) business processes to promote more effective and efficient execution of its mission. In this issue we follow up with a brief description of how process reengineering fits into the overall business strategy of the ISSO as it positions itself to significantly improve its contribution to customer success.

(U) The ISSO business strategy is based on the belief that ISSO success in serving its customers is fundamentally dependent on establishing a clear vision of what must be accomplished, developing an effective means for managing resources, and developing and harnessing personnel with skills appropriate to the challenges posed by the INFOSEC mission. Accordingly, the ISSO has devoted significant attention in recent months to defining a corporate plan for NSA's INFOSEC mission and to reengineering efforts intended to improve the effectiveness with which resources are used in mission execution. These complementary initiatives will fundamentally transform the ISSO by enabling it to more clearly define and then efficiently and flexibly execute the goals and objectives attendant to NSA's INFOSEC mission.

(U) The role of the recently published **NSA Corporate Plan for INFOSEC** is to establish a clearly defined INFOSEC mission together with an appropriate corporate vision and specific goals, objectives, and actions. While the principal focus of the Plan is on defining the **what** of the INFOSEC mission, it also provides guidance for **how** the mission will be executed during the ISSO's transition to a process-driven model (again, in the form of specific actions). In the long-term, however, it is expected that the business processes under development will assume the role of specifying **how** work necessary to achieve corporate goals is performed. Cross functional teaming, alignment with overarching corporate goals, and customer focus will be the hallmarks of the emerging processes. Corporate performance will be tracked by means of measures on the efficiency and the output(s) of defined processes. These measures (or metrics) will be tied back to the goals and objectives established in the Corporate Plan, ensuring a complementary weave of corporate direction and the business processes put in place to guide the accomplishment of work consistent with that direction.



(U) The ISSO Business Process Reengineering Communications Council passes along the following updates to the work force:

(U) **DIRNSA designates ISSO Process Leaders as key assignments**

VADM McConnell again demonstrated his strong commitment to the ISSO Business Process Reengineering initiative when, on 5 September, he formally designated the ISSO Process Leaders as key assignments.

(U) **ISSO Process Leaders commit to lead by example**

To facilitate the roll-out of the ISSO Business Process Reengineering initiative, the fourteen ISSO Process Leaders (PL-14) prepared and signed the

following statement to commit to the changes necessary to succeed and to solicit the support of the entire work force to make the vision a reality:

"As members of the PL-14, we accept the personal responsibility and accountability for reversing the findings in the *INFOSEC Case for Action* by leading the management and cultural changes necessary to move the organization to one that manages by process, uses metrics to measure success, supports cross-functional teaming, and focuses relentlessly on meeting our customers' needs and expectations. We realize that the changes must begin at the top, but we also recognize that they must permeate every level of the organization to really make a difference. Our commitment to you is to make this happen and to lead by example. What we need from you are ideas, support, and help to make it real and make it work."

(U) **Updates now on Enlighten**

Committee members are now posting information on Net News (Enlighten) under newsgroups "admin.core" and "org.ddi". They encourage you to use these network discovery tools to stay in touch. Feedback is welcome! Their e-mail alias is chgmt@v.nsa.

**TRAVEL
PILOT
TAKES
OFF
(U)**

(U) Several past articles have given you a flavor for the Agency's ongoing effort to reengineer the TDY travel process. The most recent one which appeared in Vol. III, #19, outlined the progress made to date, and indicated that a manual version of the new process is being piloted (while the fully automated version is being developed) at the R&E Travel Office effective 1 May 1995. We'd like to update you on these efforts, as well as provide you information on the expansion of the pilot Agency-wide.

(U) According to the Travel Project Management Office (PMO), the pilot program in the R&E complex has been even more successful than anticipated. Everyone involved in the program, including the travelers, has gone the extra mile (pun intended) to ensure a smooth transition. Early on, the PMO asked travelers for their opinions, good or bad, on the pilot process. They tell us that they've received a great deal of written and verbal feedback expressing travelers' thoughts on the new procedures. Several changes to the original pilot have been instituted as a result of this input.

(U) One of the most significant changes is the fact that the administrative responsibilities of the Agency's American Express Card Program have been relocated from N42 to the L1 Travel PMO. The Agency Program Coordinator, Donna Douglas, remains with the program and is now assigned to the PMO. This allows for the consolidation of all travel functions and makes things easier for travelers who need only contact one office for all travel questions and concerns.

(U) In addition, those travelers participating in the pilot program are reaping all the benefits of the waivers received by the Agency (to include the payment of flat rate per diem), as well as one-stop service and 24-to-48-hour reimbursement of expense claims. The overwhelming majority of comments

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To Create Value for Our Customers Through Intelligence that Counts
and Superior Information Systems Security Solutions*

received have been positive, and most have pertained to the immediate turnaround of reimbursements, the convenience of an N4 technician collocated in the L131 Travel Office for voucher computation and guidance, and the flexibility of the new process. Some of the comments received to date are:

"The pilot program is a great idea! It's wonderful to be treated as a professional and trusted employee. The straightforward and simple methods are a joy to work with. I've been very impressed with the quick turnaround on the expense report. In my case, you have met the 48-hour promise."

"The pilot program works great. This is the best TDY I have been on since I started at the Agency 13 years ago."

(U) The pilot procedures were implemented at the FANX complex on 1 August 1995 and at Headquarters on 1 October 1995. The members of the Travel PMO are excited at the prospect of piloting Agency-wide. With several months of experience behind them, they feel the transition can occur smoothly, and that Agency travelers are ready for the change.

(U) Another substantial change that occurred on 1 October 1995 is the delegation of the TDY travel budget to Division managers. In an effort to respond to requests from both travelers and managers, the travel budget is now targeted at Division level, thus reducing the number of approvals required for a TDY trip to one. Division managers have the authority and responsibility for approving a trip, authorizing expenses, and complying with policy.

(U) Many of the tools needed by managers to perform these new tasks are readily available on MOSAIC. Guidance outlining their responsibilities as travel approving officials is available by accessing the MOSAIC I&L Home Page, Services, then NSA Travel System. Additionally, to assist travelers and managers in planning their trips, information on per diem rates, air fares, currency exchange rates, AMEX ATM locations, and the new Corporate Travel Policy (based on the waivers received), is available on the same MOSAIC Home Page. Guidance for approving officials is also available in hard copy from the PMO and will be distributed to all Divisions within the Agency this week. Medical requirements for overseas locations are currently being formatted and will soon appear as well. For further information on the pilot, contact the Travel PMO on 977-7380s, or 688-3023b. We'll keep you informed about their progress!



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