



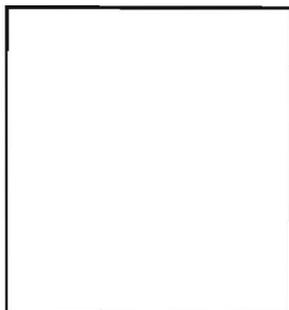
A Message from the 1995 Baldrige Assessment Teams

~~(FOUO)~~ The Senior Agency Leadership Team (SALT) recently reaffirmed its commitment to manage by the Malcolm Baldrige criteria and to conduct annual Baldrige Assessments at NSA (see Vol. III, #34). Work is underway for the 1995 assessment scheduled for October through December. This is the initial step in NSA's Continuous Improvement Cycle. As a result of the first assessment conducted in late 1993, we identified our strengths, best practices, and areas for improvement. The areas for improvement were tied to the Agency's core processes in late 1994 and teams addressed those improvement possibilities earlier this year. Their recommendations were approved by the SALT in mid-year and implementation is now underway. The first cycle is essentially complete and it's time to start again.

~~(FOUO)~~ To refresh your memory, Baldrige specifies that we evaluate our organization from seven perspectives: Leadership, Information & Analysis, Strategic Planning, Human Resource Development & Management, Process Management, Business Results, and Customer Focus & Satisfaction. The members of each team, listed below, are now ready to begin the evaluations:

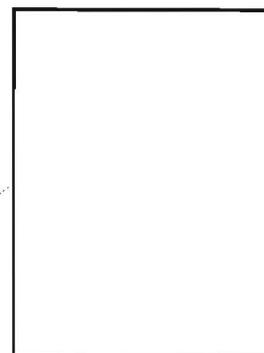
LEADERSHIP

Mentor: William P. Crowell, D/DIR
Facilitators:
Leader:
Members:



INFORMATION & ANALYSIS

Mentor:
Facilitators:
Leader:
Members:



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STRATEGIC PLANNING

Mentor:
Facilitators:

Leader:
Members:

HUMAN RESOURCE DEVELOPMENT & MANAGEMENT

Mentor:
Facilitators:

Leader:
Members:

PROCESS MANAGEMENT

Mentor:
Facilitators:

Leader:
Members:

BUSINESS RESULTS

Mentor:
Facilitators:

Leader:
Members:

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CUSTOMER FOCUS & SATISFACTION

Mentor:
Facilitators:

Leader:
Members:

~~(FOUO)~~ The 1995 Baldrige Assessment builds upon what we learned in 1993. We have chosen small, talented teams drawing on a rich diversity in terms of organizations, skills, culture, gender, civilian/military, grade/rank, experience/inexperience with Baldrige. Our selectees range from senior civilian executives (SCES) and military officers (O5-O6) to mid-level civilian managers (GS-12 & 13) and senior enlisted military personnel (E8/E9). The seven team leaders were appointed by the Director and Deputy Director on 7 September. The leaders then reviewed nominees from all Key Components before selecting teams. On 20 September, the Deputy Director met with all members of the teams at a kickoff session and stressed the importance of their efforts to the Agency's improvement goals. This week, the teams are

undergoing training and will begin working immediately afterwards. Gathering information and making assessments is the next step. Draft reports are due in mid-November. These drafts will be revised by an Integration Team which will prepare the introductory section and oversee briefings to the mentors and ultimately to the Leadership Council. The final report is expected to be released in December.

~~(FOUO)~~ There is much more to do. We have to create performance metrics to gauge progress, and the Agency's strategic plan and subordinate plans must reflect the areas which need improving. We are not there yet, but we've made a good start and continuous improvement is just that — continuous. The entire work force needs to be informed about and engaged in this process. We will provide updates, and we would like to hear from you. Please send your comments about the Agency's strengths, best practices, and areas for improvement to the Assessment Teams at this e-mail address: Baldrige@d.nsa. Get involved!!!

**INFORMATION
PLEASE!
(U)**

(U) On 2 October 1995, the Retirement Information Center (RIC), located in Airport Square One, Room 180, will officially open its doors to employees. The RIC is designed to provide those of you who are thinking about retirement with a place to research your options, questions, and concerns about this important life event. Statistics show that most people spend more time planning their vacations than they do their retirement! Successful retirement planning is an essential part of your career and the RIC offers one-stop shopping to help prepare for the future.

(U) There you will find easy to use software to help compute Thrift Savings Plan (TSP) annuities and project future TSP account balances; calculate FERS and CSRS annuities, including survivor benefits; print comparisons of different retirement dates; and compute incentive pay (using severance pay formula). In addition, many useful books and videos can be taken home and shared with family members. The following is just a sampling of some of the information that is available:

- ☞ CSRS and FERS Fact Sheets
- ☞ Voluntary Contributions
- ☞ IRS Publications
- ☞ Disability Packets
- ☞ Spouse Equity Information
- ☞ TSP Withdrawal Options
- ☞ Medicare Benefits
- ☞ Second Career Information
- ☞ Financial Planning Videos and Handouts
- ☞ Retirement Seminars, Videos, and Handouts

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*NSA's Strategic Vision—
To Create Value for Our Customers Through Intelligence that Counts
and Superior Information Systems Security Solutions*

(U) Benefits specialists will be available to answer your questions and help you use the software. The RIC will be open Monday through Friday, 9:00 a.m. to 5:00 p.m. If you have questions about the Center, call 982-7950s.

Postscript File (U)

~~(FOUO)~~ The Personnel Management Manual (PMM) is a reference manual that contains information on your rights, obligations, benefits, and responsibilities as an NSA/CSS employee. A recent article in the NSA NEWSLETTER told you about the development of "PMM On-line," an automated version of the Manual. The concept has now been successfully tested and is available Agency-wide. Anyone with a WorldView viewer linked to MOSAIC can access the on-line PMM, located on the M3 Home Page.

~~(FOUO)~~ Chosen for its user friendly features, WorldView allows users to search for key words, print selected text or pages, and view the PMM in a familiar format. With the majority of chapters now on-line, users should find this capability to be a powerful research tool that is faster and more efficient than using the hard copy. Please contact your local systems administrator if you have questions about the necessary software. If you need assistance with policy interpretation or have any questions as a result of your research on PMM On-line, contact your M3 Integrated Personnel Activity.

~~(FOUO)~~ Once your organization has installed WorldView and MOSAIC, you may request a training demonstration and/or a users handbook from [redacted] M33, 982-7821s. [redacted] M61, stands ready to help administrators with software installation questions and with the link-up between WorldView and MOSAIC.



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 E-mail = [redacted]

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