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***A NOTE FROM THE DIRECTOR (U)***

(U) I recently received the following letter from the State Department's Assistant Secretary for Intelligence and Research, recognizing the outstanding contributions the NSA work force has made to a number of difficult negotiations. I would like to extend my personal thanks to the Agency work force as well, especially those directly involved in such excellent support to the State Department. Clearly your timely and highly professional efforts were instrumental in these successes and exemplify your commitment to our nation's security. I commend you for a job well-done!

*Very Respectfully, VADM J.M. McConnell*

*Assistant Secretary for Intelligence and Research  
Washington*

*October 2, 1995*

*Dear Mike:*

*(S-CCO) Just wanted to let you know your assistance to the Department has been crucial in this busy season with [redacted] weighing down our "must do" lists. The Secretary is aware that the up-to-the-minute information NSA has shared through your Cryptologic Support Group (CSG) co-located with the INR Watch has afforded our side a telling advantage in a number of major, difficult negotiations in recent weeks.*

*(U) The CSG folks have been outstanding, and I know the quick-response service State has received has placed especially heavy demands on your analysts. Please let all your people know we recognize and appreciate their extra efforts; they have truly made a difference in advancing US foreign policy.*

*Sincerely  
Tobi T. Gati*

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~~SECRET~~

**PAIGE BACKS  
REUSE IN  
SYMPOSIUM  
KEYNOTE (U)**

~~(FOUO)~~ The Honorable Emmett Paige, Jr., Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C3I), made a compelling case for the adoption of software reuse in a recent keynote address to NSA's first annual Software Reuse Symposium. DT's Project JACKPOT (see Vol. III, #6), the Agency's Software Reuse Working Group, and the Computer and Information Sciences Institute sponsored the event.

(U) A long and distinguished career in communications and information systems, along with a wealth of varied professional experience makes Mr. Paige a strong and knowledgeable advocate of the DoD Software Reuse Initiative (SRI). He keenly supports researching technology and industrial reuse, and understands the fiscal imperative to create the highest quality products at the lowest possible price. It is his firm belief that the DoD SRI plays an important role in DoD's software strategy.

(U) Today, government agencies are feeling a distinct financial pinch and looking for better ways to do business. Mr. Paige remarked, "These are revolutionary days for the Defense Department (and)...for defense software. Perhaps we should hearken back to the words of another revolutionary, Thomas Paine, who, in 1776, said we have it in our power to begin our world all over again." We are beginning to realize the wisdom of that philosophy as we look at legacy software (nearly 70% of our operating cost) that we cannot continue to support. "Software is expensive," Mr. Paige stated, "and we must reuse applications in other areas than their original intent. We need to do more to build a better framework for bringing together reusable software components and treat reuse as a departmental rather than a programmatic issue. (We must)...think about software up front – think about reusability up front." He continued, "software research initiatives are fourfold...to integrate reuse into software practice, to provide practitioners (with) the tools they need to do the job, to make available the assets of reuse libraries, and to move away from the project-to-project mind-set."

(U) Mr. Paige added that some see the situation "like that described by an ancient philosopher who said all the rivers run into the sea, yet the sea is not full. They see our software situation as a bottomless ocean that drains resources that could be used to provide other support for our warfighters. I'll assert that if our software were more similar to the rivers we would be much better off. The rivers and the seas work together with the rest of the environment to reuse water and minerals for the advantage of all. Unfortunately, software development projects serve only their own interest, their own customers, without regard to the needs of other customers."

(U) Mr. Paige concluded with an expression of hope that this two-day symposium would give us all some additional ideas "...to improve our performance in software reuse," and that such symposia "...will affect investment strategies, system acquisition, and customer support for years to come."

**REDESIGNING  
HUMAN  
RESOURCES  
FOR THE  
21ST CENTURY**

(U)

~~(FOUO)~~ You may have heard about efforts to redesign the Agency's occupational structure, to develop a new performance management system, and other initiatives that are presently underway. However, what you may not know is that these efforts are part of a larger strategy to change our Human Resources (HR) processes so that the Agency can better meet the challenges of the next decade and beyond. Since all of you will be affected by these changes in one way or another, we'd like to give you an overview of the strategy and the initiatives which it encompasses.

~~(FOUO)~~ As a result of technological advances and dramatic mission changes, the Agency is faced with unprecedented challenges. HRS plans to refocus on its essential purpose, i.e., development of HR strategies to better enable NSA to utilize its human resources to accomplish the mission. HR philosophy, values, practices, programs, and policies must support Agency business practices and be linked to corporate goals. Six major redesign initiatives are underway. These initiatives are:

1. Refocusing Strategic Intent (develop an effective HR strategic planning process)
2. Reinventing HR Processes (reengineer HR core processes)
3. Rebuilding HR Information Architectures (provide a strategy to improve HR information management)
4. Reassessing Skill Mix Requirements (baseline current positions and skills and determine future corporate needs)
5. Reshaping Behaviors (develop a new performance management system)
6. Remodeling HR Management Architecture (develop an accurate skills inventory tool in support of NSA's changing work environment)

~~(FOUO)~~ Cross-functional teams have been established to work on these redesign initiatives. Jointly, the teams are focusing on the following questions: How well do current HRS core processes support the Agency's mission? How can HRS reengineer, streamline, and improve its processes to better support corporate goals? How can HR add value for customers in development and support of corporate strategies? To ensure value added partnerships with customers, the groups are working more closely than ever with representatives from the Key Components and Service Cryptologic Elements to develop HR policies and tools that will assist management in conducting Agency business. We'll keep you updated on these efforts as they progress. Meanwhile if you have specific questions, contact  982-7806s. (b)(3)-P.L. 86-36

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

**BENEFITS  
LINE....AT  
YOUR  
FINGERTIPS  
(U)**

~~(FOUO)~~ Beginning 23 October 1995 the Human Resources Services Organization will operate BENEFITS LINE, an interactive voice system which will allow civilian employees to access benefits information via a secure touch-tone telephone. Activated through use of an SSN and CONFIRM PIN, this service is one of many initiatives underway to place benefits information at the employees' fingertips. Each pay period, the system will provide updated computation estimates for the following:

- ☐ Regular retirement (based on first time eligible)
- ☐ Early retirement (The Agency must be offering an early out retirement program on the effective date used in the early out computation for it to be valid.)
- ☐ Disability retirement
- ☐ Death in service benefits

~~(FOUO)~~ The system will provide benefits estimates based on information stored in NSA's personnel and payroll databases. Employees should be aware that these estimates will not be as precise as those which can be provided by Personnel Representatives in the Integrated Personnel Activities. For example, the system cannot identify if you are retired military and intend to waive retired military pay, have federal service for which you owe a civilian or military deposit, or if you have had part-time service. Information of that nature is usually gleaned from a personal interview with a Personnel Representative and will not be integrated into the BENEFITS LINE system. While these estimates can serve as an excellent tool for life planning, employees who are definitely planning to retire should visit their Personnel Representative for more precise computations. In addition to retirement information, Federal Employees Group Life Insurance (FEGLI), Federal Employees Health Benefits (FEHB), and Thrift Savings Plan (TSP) information will be provided.

~~(FOUO)~~ All civilian V employees will soon receive in the mail a BENEFITS LINE Shortcuts Directory, which will provide assistance with the system's many available options. Next year, the Directory will be included as part of the Agency's phone book.

~~(FOUO)~~ BENEFITS LINE will be operational 24-hours per day, and field sites with appropriate telephones will be able to access the system at all times. The system can only handle a limited number of calls at one time, so if you get a busy signal please be patient and try again later. In the future, developers of BENEFITS LINE hope to be able to provide copies of the computations requested in a print back e-mail capability. Any questions should be directed to M354, Retirement and Insurances Services, 982-7950s or (410) 859-6188.



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