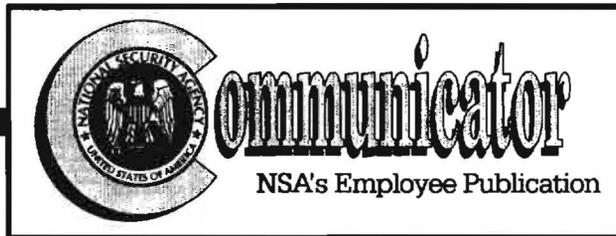## BACK IN BUSINESS
(U)

(U) In the unlikely event you've missed media coverage of the events which led to the end of the furlough, here's a brief but official description.

(U) Following a major compromise worked out between the White House and Congressional leaders on Sunday, 19 November, two Continuing Resolutions (CRs) were proposed and subsequently signed into law by the President. The first was a one-day measure that allowed the federal government to re-open on 20 November. Under the terms of the second, which contains the major points of compromise, government programs for which an appropriations bill has not yet been passed (e.g. DoD programs) are funded until midnight 15 December. This CR also contains a provision of immediate concern to the work force, specifically, an authorization to fully compensate any federal employees who were furloughed since the expiration of the CR on 13 November.

(U) The compromise involved the President and Congress agreeing to balance the budget within seven years, and that the "balanced budget must protect future generations, ensure Medicare solvency, reform welfare, and provide adequate funding for Medicaid, education, agriculture, national defense, veterans, and the environment." Additionally, the President agreed to Congressional Budget Office scoring of the budget numbers, following consultation with outside experts and the Office of Management and Budget.

(U) The compromise CR provides a framework for budget talks but the Reconciliation Bill remains the principal focus of negotiation. Talks are likely to continue right up to the 15 December deadline. In short, the federal government is back to work and retroactive pay is approved, but tough negotiations remain before the crisis will be finally resolved!

MANAGEMENT INITIATIVES: A QUALITY REVIEW
(U)

(U) Many of you have probably noticed a host of new terms and acronyms making their way into Agency publications, meetings, and discussions these days. Baldrige Assessment, Core Process Teams, and Strategic Planning and Corporate Plans are just a few of the examples. The INFOSEC Communications Council thought it might be a good idea to briefly describe the linkage between these ongoing Agency initiatives. Although these terms have been addressed in previous issues and should be familiar to most of you, these descriptions are designed to provide a baseline understanding of their origin and role as the Agency continues to review and modify the way it does business.

Baldrige Assessment (U)

(U) The Senior Agency Leadership Team (SALT) has decided that NSA will be managed in accordance with the Malcolm Baldrige National Quality Award (MBNQA) Criteria. Recognized as the U.S. national standard for quality management, the MBNQA criteria capture core quality values and concepts in seven categories. The criteria are nonprescriptive, however, stating what should be done but not how to do it! The categories are:

- ❏ Leadership
- ❏ Information and Analysis
- ❏ Strategic Planning
- ❏ Human Resource Development and Management
- ❏ Process Management
- ❏ Business Results
- ❏ Customer Focus and Satisfaction

(U) The criteria are part of a diagnostic system. NSA used this feature when conducting a Self-Assessment in 1993, and will take advantage of it as the current assessment effort is completed.

Core Process Teams (U)

(U) One of the outcomes of the first Assessment effort was a SALT decision to address process management at NSA. This led to the Core Process Teams which looked at the Agency's Provide Information and Protect Information lines of business. These efforts, in turn, led to the process reengineering efforts now underway in the DI and DO. The work of the Teams directly relates to Baldrige criteria categories of Leadership, Information and Analysis, Strategic Planning, Process Management, and Customer Focus and Satisfaction.

Strategic Planning and Corporate Plans (U)

(U) Another result of the first Assessment effort was a SALT decision to improve NSA's strategic planning process. This led to the development of the U.S. Cryptologic Strategy for the 21st Century and the various NSA corporate plans which support it. These efforts directly relate to the Baldrige categories of Strategic Planning, Leadership, and Process Management.

(U) Having a "scorecard" describing these terms is a first step in understanding the relationships among the various initiatives in the change process. Hopefully, you are now better equipped to ask questions, engage in dialogue, and make suggestions to Agency leaders and participants in these efforts.

LETTER TO THE EDITOR

Accessing the World Wide Web (U)

(FOUO) I am delighted to read in The Communicator that NSA will soon have a Home Page on the World Wide Web. However, isn't it ironic that some NSA employees will be among the very few who cannot see the Home Page due to our outmoded SLIP and PPP policies which prevent us from running MOSAIC on the Internet ROMULUS machine? Since this machine is unclassified, when will security policies be changed to allow us access to modern Internet tools and information which will help us stay up with the modern changes in technology?

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DDT Response (U)

(U) For those of you who are unfamiliar with the World Wide Web (WWW), it is a collection of electronic documents that are linked together for easy browsing. The documents themselves are called Home Pages. NSA does indeed have a Home Page which is accessible to anyone who has access to the Internet and web browsing software.

(FOUO) You point out that some Agency employees may not be able to see their own organization's Home Page using the NSA-supplied Internet access service, which has levels not unlike cable TV service. At the basic level, you are absolutely correct. The unclassified host systems such as ROMULUS, ZOMBIE, AFTERLIFE, DOCKMASTER, and others provide this basic service. Users with authorized accounts on these systems enjoy the use of electronic mail, network information searching, access to the Internet UseNet news groups (our internal version of this is called ENLIGHTEN), and access to the WWW. What is basic about this service is that it is all in character mode. While it is true that the above services are usable in this mode, the multimedia nature of the available information cannot be fully appreciated or utilized. It should also be noted that for the most part the only way to access these host services is via a modem and phone line connected to an unclassified terminal. These host services are accessible both from work and from home.

(FOUO) Still using the cable analogy, some Agency organizations offer premium service. This involves having an unclassified LAN and workstations within the organization's spaces. The LAN is connected to the unclassified communications infrastructure called BRAZEN. Each one of the workstations, such as, PC, Mac, HPW, etc., on the LAN would have networking services software which would allow access to the Internet and the multimedia aspects of the information available on the Internet. If this sounds somewhat familiar it's because that is what you are already using on our internal networks. The premium service is expensive and is not offered by every organization. It is available only from within Agency spaces, not from home.

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(FOUO) What is missing from the service aspect is the equivalent of cable enhanced basic. This level should allow authorized users the ability to access the Internet and the multimedia information, but not at the same level of service or cost as the premium level. To fill the service gap an enhancement to the BRAZEN infrastructure has been designed. As you point out, the technology for this level exists. Communications rules or protocols which allow and support full networking services across a serial (phone) line have been in use in the private sector for years. Two examples of this are the Serial Line Internet Protocol (SLIP) and the Point to Point Protocol (PPP). The proposed enhancement to BRAZEN makes use of devices called communications servers which use PPP over phone lines. Users would contact the servers similarly to the way they dial into the host systems now, and after login and authentication takes place, they would have full service access to the Internet, including the use of tools like Mosaic and Netscape. This service, like basic cable, would be available from both work and home.

(FOUO) The Operational Computer Security Staff, Q06, agrees that a robust solution is needed for general access to unclassified multimedia information. Because the Agency must take extraordinary security precautions even on our unclassified networks, extensive testing and review must be done to ensure that the configurations we use do not put the Agency 's people or information at undue risk. The architecture enhancement described above is currently undergoing testing to determine the procedures required to manage the risks associated with PPP. This testing will continue through November 1995, to be followed by a security review. We'll keep you posted as to the results of that review.

Robert D. Mueller, Deputy Director for Technology and Systems

Postscript File (U)

(U) VADM McConnell is scheduled to return to TALK NSA on Wednesday, 6 December. The program will air from 0930-1030 hours on Channel 35 (OPS) and Channel 21 (FANX). Call in your questions for the Director by dialing 968-TALK.