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20 AUG 1988


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25 AUG 1988

MEMORANDUM FOR: Director of Information Technology, DA

FROM:   
Chief, Information Management Staff, DO

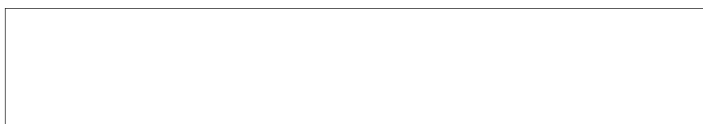
SUBJECT: Remote Operations Study Team


REFERENCE: Your memo, dtd 10 August 1988, Subject: Future  
of the DO Computer Center (OIT-10258-88)

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1. Per your request in the reference, I have assigned the following individuals to represent IMS on your team studying remote operations concepts and procedures:

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2.  has been designated the senior IMS representative.

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Attachment: Reference

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OIT-10258-88

10 AUG 1988



MEMORANDUM FOR: Chief, Information Management Staff, DO


FROM: Edward J. Maloney  
Director of Information Technology

SUBJECT: Future of the DO Computer Center

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REFERENCE: Your Memo, dtd 17 June 88, same subject



It is unfortunate, in our view, that you did not accept the proposed mode of remote operation. We believe the main features of remote operation will be mutually beneficial, and hope that the concept can be embraced by you in principle while we jointly address legitimate concerns and issues such as security. Toward that end we plan to systematically review remote operation concepts and procedures, and request that you identify one or more IMS representatives to serve as part of the team. I have asked  Deputy Chief, Operations Group to review and report back to me on a regular basis, starting 30 September. I hope you will join us in this effort; my expectation is that a joint effort can address all the issues and improve our service to the DO.

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Edward J. Maloney

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DO/IMS 88-282

17 JUN 1968

MEMORANDUM FOR: Director of Information Technology, DA

STAT FROM:   
Chief, Information Management Staff, DO

SUBJECT: Future of the DO Computer Center

STAT 1. Following a recent presentation by  proposing remote operation of DO computer systems from the new building, IMS conducted a review of security, space, and method of operation for the DO computer systems. While there are some advantages to this proposal, on balance we believe that there are compelling reasons to maintain those functions within the DO Computer Center. Therefore, we cannot accept the proposed mode of operation. There are other issues which also warrant further discussion. These issues fall into four major groups:

- A. Security Enhancements.
- B. Space for Future Growth.
- C. System Availability.
- D. Staffing.

2. Security Enhancements: It is paramount that we continue to evaluate and to improve physical protection and access to the DO Computer Center. The number of people who have unescorted access needs to be kept to an absolute minimum of only those who require frequent access. Continued use of the badge machine for validating and recording authorized access is essential. Review of tape-handling procedures is necessary to determine where improvements can be made, to include periodic inventories and validation of tape-accounting information. System backup and vital records tapes need particular attention to provide for improvements for alternate

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storage. Distribution methods for hard-copy products to enforce compartmentation (need-to-know) policies need to be reviewed. Continuous review of those individuals with "super user" level of access is essential, and we should also consider enforcement of minimum two-person access controls.

3. Space for Future Growth: Based upon our review, the [redacted] Center layout for the DO Center, as proposed by [redacted] [redacted] should allow for five years of growth. One significant concern is the use of "prime" space for the UPS. We feel strongly that the UPS should be placed in the basement rather than occupy space in the DO Center. This will help us extend the life of the [redacted] Center for DO computer needs. With careful placement of the initial equipment within the center, we can avoid costly moves in the future. If the need for temporary office space within the center is really required, it should be placed so that it can easily be removed for expansions of storage devices. There are a few, special, very sensitive mini-computers worth consideration for inclusion within a protected area within the new DO Center. This would allow for centralization of the computers that need "computer room" environments while also continuing use of our biometric access controls.

4. System Availability: We must strive to improve the interaction and working arrangements between the IMS 24-hour teams and OIT operations personnel to achieve fewer system outages and faster action to address problems. Our staffs have access to different monitoring devices and tools which can aid a cooperative and interactive working relationship. We propose periodic information-sharing sessions to improve the understanding of each others capabilities and expertise. Review and monitoring of the call-in procedures for problems that need programmer assistance is also necessary. These calls are sometimes delayed beyond what we consider a reasonable time and have caused extended down time. DO customers with critical missions access the system 24 hours a day and weekends, too, making it essential that problems be diagnosed early and corrected swiftly.

5. Staffing: These issues are related to both security and continuity of service. IMS has long thought that operations staffing should be done by a consistent set of teams to operate the center seven days a week, supplementing only to cover leave and training. This would reduce the size of the operations staff that needs access to our compartmented center as is currently required to cover the weekend practice of volunteer staffing. It would also create a consistent and

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closer working relationship between the DO and OIT shift teams. The operators would have a better understanding of the applications that run in the DO systems and acquire an ability to spot abnormal behavior more quickly. We ask that strong consideration be given to this issue.

6. We have a team addressing these issues now and stand ready to work with you. Common goals of improved security, future growth, and better level of service can be achieved through an intensified cooperative effort to address and resolve these issues.

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