

CONFIDENTIAL

08017

Approved For Release 2002/01/29 : CIA-RDP78B04747A001900040018-9

NPIC/TDS/D-784-67
3 April 1967

MEMORANDUM FOR: Chief, Procurement Division, OL

ATTENTION : [REDACTED]
THROUGH : Chief, Support Staff, NPIC
SUBJECT : [REDACTED]

25X1A

25X1A

1. The subject contract for Phase II of an NPIC Integrated Information System should now be approximately 40% complete and is approaching the scheduled delivery date of the first of the subtask reports.

2. Although the monthly reports from the contractor indicate that satisfactory progress is being made, contact with contractor personnel is causing increasing NPIC concern as to the adequacy of the work being performed.

3. Specifically NPIC concern is predicated on the impression that the project has suffered from a dilution of management, supervision, and technical direction. It is the opinion of NPIC that the recent organizational restructuring within [REDACTED] reduced the effectiveness of the [REDACTED] team as compared to that originally proposed and agreed upon for Phase II of this project. While admittedly the corporate structure of [REDACTED] is not our concern, it becomes significant when the agreed upon goals of the present contract appear to be adversely affected. Examples of conditions which have given us cause for concern are as follows:

25X1A

25X1A

25X1A

a. Conversations with some of the [REDACTED] team members offer disturbing evidence that few have any apparent knowledge of the other's efforts. This leads to the question of 'what kind of system integration control is being exercised and by whom?'

25X1A

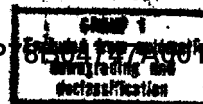
b. Many NPIC component representatives are forced to go over the same ground with each of the [REDACTED] team members just to bring them up to speed. Despite the knowledge of NPIC operations acquired during Phase I, it appears that considerable time is currently being expended in basic fact gathering

25X1A

DECLASS REVIEW by NIMA/DOD

CONFIDENTIAL

Approved For Release 2002/01/29 : CIA-RDP78B04747A001900040018-9



CONFIDENTIAL

and training exercises. These exercises are hardly the responsibility of NPIC. It should be the task of the [redacted] personnel who gained this knowledge through performance of Phase I to present the necessary briefings to the new team members.

25X1A

25X1A c. Data contained in SCR 288 left the impression that the [redacted] team was prepared to move directly into consideration of alternative methods for satisfying requirements of the IIS conceptual design, including trade-off analyses of the various alternatives being considered. A review of preliminary draft memorandums of work being performed, however, leads to the conclusion that many team members are still trying to grasp the current modis-operandi and in many cases are playing back poor copies of existing concepts as being recommended, without proposing any new and original alternatives to choose from.

d. Certain of the liaison visits made by [redacted] team members do not appear to be well-coordinated efforts in terms of making effective use of available time. As an example, one junior team member arrived at NPIC at approximately 1100 hours, made an appointment to visit one Component at 1315 hours and departed NPIC for home at 1500 hours on the same day. This appears to be a very expensive round trip for a few hours of fact gathering.

25X1A

25X1A e. As originally conceived and as verbally discussed with the [redacted] Project Manager at the time of the contract agreement, it was understood that study efforts "a" through "o" would be developed "in close coordination with the NPIC components affected," and that resulting sign-off memorandums would in reality thus be routine matters. It is felt that in the fulfillment of some study tasks, the coordination cycle is limited to a few key components and does not include all components mutually agreed upon as having an active interest.

25X1A f. In a recent [redacted] presentation to two NPIC Component Chiefs concerning an important aspect of the IIS system, the visiting [redacted] team member gave little evidence of advance preparation for the purported discussion which was to present [redacted] position in the particular matter--this despite the fact that there were at least three hours elapsed time between his arrival and the time of briefing. There was no attempt on his part to take the initiative in directing the discussion and better than 1 1/2 hours of two Component Chiefs' time was used to gather facts that could have been obtained at the worker level.

CONFIDENTIAL

CONFIDENTIAL

g. [redacted] third monthly progress report, covering the period 1-28 February 1967, cites under Part A that a Position Paper for Task 1c (Product Set) was being presented to NPIC. NPIC received the referenced memorandum but could find no semblance of a "position" being taken by [redacted] on this subject. This coupled with a reported 65% completion factor for this task left considerable doubt as to what kind of attention was being given to this critical item.

4. The above NPIC impressions as to the progress of the subject contract were conveyed to [redacted] of [redacted] by telephone on 23 March 1967. The situation was further discussed with [redacted] and [redacted] of [redacted] at NPIC on 28 March 1967. During this latter discussion it developed that slippage of one to two weeks would indeed occur in the scheduled delivery of five of the subtasks due for delivery during April. Both [redacted] and [redacted] offered assurances that the scheduled overall delivery dates would not however be affected by the subtask slippages.

5. Admittedly the above observations do not provide conclusive evidence of [redacted] inability to perform satisfactorily on this contract. However, NPIC desires reassurance and evidence from [redacted] management that the quality and scope of contract performance will be as indicated in the initial and subsequent proposals for this contract.

6. It is requested that the contracting officer advise [redacted] management in writing of the present concern with the progress of the subject contract. In addition reassurance should be sought from [redacted] that future work will include a revitalized full time and dynamic approach to the overall project management, more effective utilization of personnel resources, minimum disruption of NPIC personnel to provide background training that can be provided from within [redacted] resources, indications of creative thinking and analysis in terms of proposing alternatives for the IIS and more factual monthly reports; in short, a fulfillment of the impressive conceptual design readout resulting from Phase I.

[redacted]

Colonel, USAF

Assistant for Technical Development, NPIC

Distribution:

- Original & 1 - Addressee
- 1 - Ch/SS
- 1 - Ch/IPD
- 1 - TDS
- 3 - TDS/DS

NPIC/TDS/DS/[redacted]

(3 April 1967)

CONFIDENTIAL