

21 SEP 1988

MEMORANDUM FOR: Executive Assistant to the DDA

FROM:



Acting Director of Logistics

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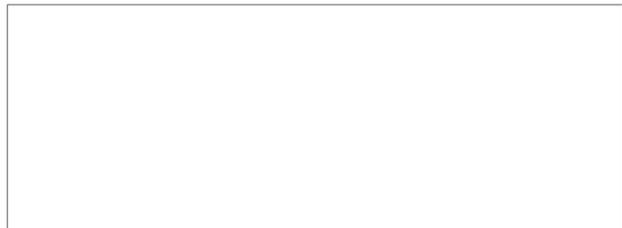
SUBJECT: Status Report on the Directorate of Administration Goals for 1988

REFERENCE Memo for DCI, fr DDA, dtd 6 Jan 87,
Subject: The Directorate of Administration - Goals for 1988

1. Approximately 9 months ago, all of the senior managers in the Office of Logistics were charged with the responsibility of developing programs to improve customer service. These programs are reviewed approximately once a quarter, and some are almost completed and others are in the embryonic state. The charge is that by the end of this calendar year, each Group Chief will submit a document citing specifically all of the accomplishments achieved in the customer service arena. Given this timetable, our report to you is somewhat premature. We have, nonetheless, already accomplished a number of things and they are outlined in the attached.

2. Although our focus over the past year has been on customer service, we have been effectively accomplishing other DA goals as well. Our efforts in career development and training, managerial accountability, and defining the standards for a corporate database have been significant. So far, the moves into the New Headquarters Building have gone extremely well. We have also improved in our efforts with regard to minority recruiting and advancement and have established a mechanism to ensure future improvements.

3. Please let me know if we need provide any additional information.



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Attachment

Downgrade to ADMIN - INTERNAL
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OL 0122-88



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SUBJECT: Status Report on Directorate of Administration Goals for
1988

OL/IMSS ba/dbs (19 Sep 88)

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Status Report on DA Goals for 1988 - OL Sep. 1988a. We will strive to improve customer relations, service standards and responsiveness.

OL has taken significant strides to improve customer relations, service standards, and responsiveness during FY 88. Under the OL reorganization, all facilities-related functions were combined under one umbrella to improve communications and reduce the need for time-consuming coordination.

The Supply Group/OL (SG/OL) streamlined and corrected major deficiencies in its receiving activity to be responsive to all customers' requirements. In the Receiving Branch, Logistics Operations Center (LOC)/SG, established a customer service supervisor to interface directly with all of the component customers.

SG developed and implemented a skills workshop in "Customer Service Excellence" focusing on customer support and telephone etiquette.

SG streamlined the requisition process, providing a computer-generated request for direct action by the proprietary activities.

SG is providing each of its customers with monthly status reports of outstanding requisitions in a proactive manner, not in a reactive manner; in other words, SG has taken the initiative.

The Material Support Branch, Requirements Division (MSB/RD), SG/OL, has initiated an aggressive visitation program by the team chiefs, analysts, and expeditors who meet with customers on a regularly scheduled basis in the customer environment.

Customers are regularly invited into MSB to see how they process their requisitions, what the branch does, and how it does it. They are also aggressively communicating the capabilities and limitations of branch processes. MSB is providing one-on-one tutorials on how to submit requisitions and what happens to them in the processing cycle for all customers, especially those who are not OL careerists.

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An expeditor has been assigned to the Small Purchases Branch, LOC/SG, to provide real time customer follow-up and expediting services.

Monthly orientations are held for Inventory Control System users, for both old and new employees alike. Average attendance at these sessions ranges from 4 to 14 personnel.

The Support Division, SG/OL, has trained all accountable officers worldwide who have access to the new automated Accountable Property System.



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In order to enhance customer relations, Facilities Management Division/OL (FMD/OL) has met with component Logistics Officers every 6-8 weeks, attended SSA sessions every two to three months, provided LOG NOTES and Headquarters utility outage memos, conducted formal visitations to customers, and met with senior secretaries from all DI offices and from DO Divisions EUR, AF, NE, and SE. FMD has also provided signs on Motor Pool vehicles asking for comments, distributed "calling cards" with FMD Service Representatives, initiated FMD laminated telephone cards depicting functional services, provided Allied and FMD custodial comments cards, and committed to direct follow-up with responders.

FMD provided timely information to customers through:

- Formal briefings
- ILSP Working Group biweekly meetings
- Parking and Traffic Flow Task Force
- Cafeteria Committee
- Fine Arts Commission
- New Headquarters Building (NHB) tours, Move Handbook, Employees Handbook, Welcome Letter
- New signs at Motor Pool and Supply Room
- AIM notes from all levels and components
- Meetings with customers prior to NHB moves
- Enlarged shuttle bus schedule at the main stop; shuttle schedules posted on VM/CMS and on OL video boxes

FMD has provided follow-up on problem areas to ensure service is provided properly. FMD and Allied have conducted independent spot-checks of Allied work. Two levels of management follow-up on any complaints or problems.

FMD has personalized service thru several mechanisms:

- Call-back system established to contact customers when out-of-stock items are received
- Personalized move planning support for NHB relocation
- Supply Room staff spends more time "on the floor" than behind the counter
- Post-move support for NHB components

FMD is adding new areas of service including a Logistics Services Center planned for the NHB Atrium.

FMD has implemented an Executive Dining Room (EDR) Point-of-Sale system to automate billing.

FMD has created evening shuttle bus runs to West Lot, vice OHB, to save customers time.

The Procurement Management Staff (PMS)/OL conducted five procurement management reviews (PMR) during 1988. The contract teams reviewed were OC, OTS, OSO, and the DO. Feedback was provided from these reviews to identify areas for improvement so that the contracting teams can perform their duties more effectively and responsively.

The Agency Contracts Group/OL (ACG/OL) decentralized the workload and personnel of its contract teams to move contracting officers closer to their customers. This has improved responsiveness to the customers and understanding of customer needs, while allowing contracting officers to become more familiar with the products and services they procure for them.

The Printing and Photography Group/OL (P&PG/OL) planned and implemented a P&PG Customer Services Center in the Original Headquarters Building (OHB).

P&PG established a Customer Relations Task Force composed of all levels of P&PG production and management personnel.

P&PG initiated an enhanced Agency Copier Management Program (ACMP) which provides "total" logistics support to copier users in the Washington Metropolitan area.

P&PG established a Customer Service Representative on the ACMP to provide monthly visits to each Washington area copier site, eliminating the need for copier users to report monthly on meter readings, ensuring that

copier supplies are maintained (by the ACMP) at adequate levels, and to provide face-to-face support for solving problems relating to a specific copier.

P&PG identified funds beginning with FY89 to share the cost with the requesting Agency component to produce unclassified printed material through commercial printing companies when resources or time constraints do not permit in-house production by P&PG.

In the area of Agency claims, OL devised a method to minimize personal property cash loss claims in conjunction with the Office of Finance.

ADP support included completion of the Field Computer System (FCS) at AMCA, EUCA, MENCA, AFCA, and ASCA.

b. We will continue efforts to increase the numbers of minorities in the Directorate and encourage their advancement.

During FY 88 the number of professional, technical and student program EOD's has increased more than 100 percent over FY 87. Included in the 11 that have entered on duty this year is one black OL sponsored DA/Career Trainee.

Based on a recent DA offsite, OL is fully participating in new minority recruitment initiatives, including reviewing all minority applicant turn-downs at the Logistics Career Board level.

c. We will fitup and begin the move into the New Headquarters Building while continuing daily support to the Agency with a minimum of down time and inconvenience to those being supported and those being moved.

Moves scheduled:

Successfully completed moves for OTS, OSWR, NESA, and OEA

DI/MPSS move scheduled for 8 October 1988

DA/OIT move ongoing to relocate Computer Centers

OGC, OIG, SE, AF, PPS, OP, OL, OS, and OF moves scheduled to be completed by 30 June 1989

Refinement of requirements and completion of design work continues in concert with the Master Move Schedule.

Joint scheduling meetings are conducted biweekly with OIT and OS to coordinate all construction and device installation in accordance with the approved move schedule.

Continued coordination of furniture acquisition, scheduling, and placement.

Scheduled support for removal and disposal of furnishings after relocation.

Conducted pre-move, during-move, and post-move briefings for customers.

d. We will further define the standards for "corporate data base" and continue the process of having the offices within the DDA jointly move toward meeting that standard for automated data processing.

The Office of Logistics is moving toward the corporate data base environment with two development efforts:

1. The Federal Automated Requisitioning System (FARS) is currently running on a mini-computer and is used by the Agency to requisition supplies and equipment from DOD and GSA. A development effort has been underway to convert FARS to a mainframe computer using the corporate data base IDMS/R. The IDMS/R version of FARS has been operating in a parallel test mode since 10 May 1988 and is scheduled to be operational during the month of October 1988.
2. Our second effort, part of the BARS CLAS project also in IDMS/R, is the implementation of commercial software from Cullinet, Inc. Effective 1 October 1988, the Cullinet Bill of Materials (BOM) and portions of their Inventory Management (IV) package will become operational in OL. The BOM and IV package will interface with the Inventory Control System until the remainder of the Cullinet commercial software packages come on line in October 1989.

OL is also a participant in the Corporate Data Task Force chaired by the DDA Management Staff and has provided a listing of OL data elements that are suitable for inclusion in the corporate data base.

e. We will expand career development efforts, increase management training and establish a DA Executive Development Program.

Over the past fiscal year OL has developed and implemented a revised Wage Grade Panel to ensure that the assignment process and comparative/competitive evaluation system are in line with the policies and

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practices which pertain to the other 75 percent of the office workforce. Also, a "Supervising in OL" course was designed and presented for the first time to prospective and current first line supervisors. This pass/fail course will be given at least six times during the next fiscal year. Course content includes such areas as the Career Management System; a PAR workshop; Management Styles and Philosophy; Policy on Leave, Pay and Hours of Work; Grievance/IG procedures; EEO/Sexual Harassment; the Agency Three-Year Trial Period; Dealing with Problem Employees; Security Responsibilities of Supervisors; Training and Awards; and Motivating and Leading Techniques.

f. We will strive to improve managerial accountability, discipline and follow-up.

In the area of improving managerial accountability, discipline and follow-up, Logistics Instruction 20-1-76 was published in July 1988. The LI, in addition to stating OL policy on mandatory training for supervisors, stresses that OL Performance Appraisal Reports (PARs) must address, with specific examples, the criteria on which individuals are evaluated. The Instruction also states that PARs for supervisors must contain narrative comments (supported by examples) on the following points:

- How well the supervisor/manager supports the OL personnel policies.
- Attention paid to personnel management and the development and training of subordinates.
- Quality and timeliness of PAR submissions.
- Delegation of responsibility, where appropriate.
- Equal Employment Opportunity actions.
- Goal setting and achievement.
- Effective use of personnel, space, equipment, funds, etc.

g. (No OL response.)

h. (No OL response.)

i. We will complete or continue to follow-up on items, as appropriate, set out in "The DA - An Action Agenda," dated 27 June 1986:

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Item 1: For fiscal, security, and efficiency reasons, the number of overt compounds (buildings) occupied by the Agency in the Washington area should be reduced from about [redacted] or less.

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During 1988, OL has continued to develop [redacted]. The project is currently nearing completion of the Master Plan phase. The County and Community review process will be initiated early in October 1988. The [redacted] will help to reduce the large number of overt occupied buildings in the Agency. It will accommodate most of the DS&T and some of the DA components.

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During 1988, a Space Task Force met to study Agency facility requirements from now until the year 2000 and to develop both short and longterm plans. Recommendations to consolidate into six major centers plus approximately four other complexes have been forwarded to senior Agency managers for review.

Item 2: In the interest of the whole Agency, we should continue steps to better coordinate the activities of the Offices of Communications, Information Technology, Information Services, and the publication and printing functions of Logistics.

During this fiscal year, P&PG has endeavored to enhance coordination with the Offices of Communications and Information Technology. Following are several significant results of this interaction:

1. A fiber optic link was successfully planned and constructed between the P&PG production facilities [redacted] and the Headquarters Compound. Transmission of digitized information in support of Foreign Broadcast Information Service (FBIS) daily publication production has been implemented. In conjunction with P&PG's satellite composition team [redacted] this link currently provides greater efficiency and quality in the production of FBIS publications, while offering the potential for handling changes in both composition technology and volume in the future.

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2. The continuing explosion of personal computer (PC) usage among Agency employees has given impetus to a parallel growth in Desktop Publishing (DP) hardware and software within the Agency. P&PG is currently involved, together with other DA Offices and the Office of Information Resources (DI/OIR), in researching this burgeoning technology to provide support Agency-wide to DP users. Concurrently, a

P&PG objective has resulted in the establishment of a DP position and the purchase of hardware and software to provide consulting support to all Agency components.

3. Most of the Agency's composition production is accomplished through the P&PG Electronic Text Editing and Composition System (ETECS). Until recently, it was a "closed" system which did not accept electronic transmission from sources other than the P&PG composition activity. However, with the assistance of other DA Offices, P&PG has successfully built access links between its system and other major electronic systems within the Agency. These links have resulted in greater efficiency, volume and ease of operation for both customers and P&PG composition personnel. This is a continuing activity with P&PG providing ad hoc support, in concert with other DA Offices, to establish new links for Agency components requiring enhanced access to P&PG composition services.



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