

Annex 1

PROPOSED TYPE OF PROJECT CONTROL
PROCEDURE

1. PROPOSED TYPE OF PROJECT CONTROL PROCEDURE - USE OF PROJECT CONTROL RECORD FORM (PCR FORM)

a. Project Originating in St/PC - KREX 37

- (1) St/PC prepares PCR Form in 4 copies and forwards copies 2 to 4 to division responsible. Retains copy 1 for master control.
- (2) Division assigns branch responsibility. Retains copy 2 for division control; forwards copies 3 and 4 to branch responsible.
- (3) Branch estimates completion date and man-hours required. Retains copy 3 for branch control. Forwards copy 4 to analyst responsible.
- (4) Analyst retains copy 4 during the life of the project for reference and research man-hour recording.

b. Project Originating in Division

- (1) Division prepares PCR Form in 4 copies. Forwards copy 1 to St/PC for master control purposes; forwards copies 3 and 4 to branch responsible.
- (2) St/PC receives copy 1 from division for master control.
- (3) Same as a.(3).
- (4) Same as a.(4).

c. Project Originating in Branch

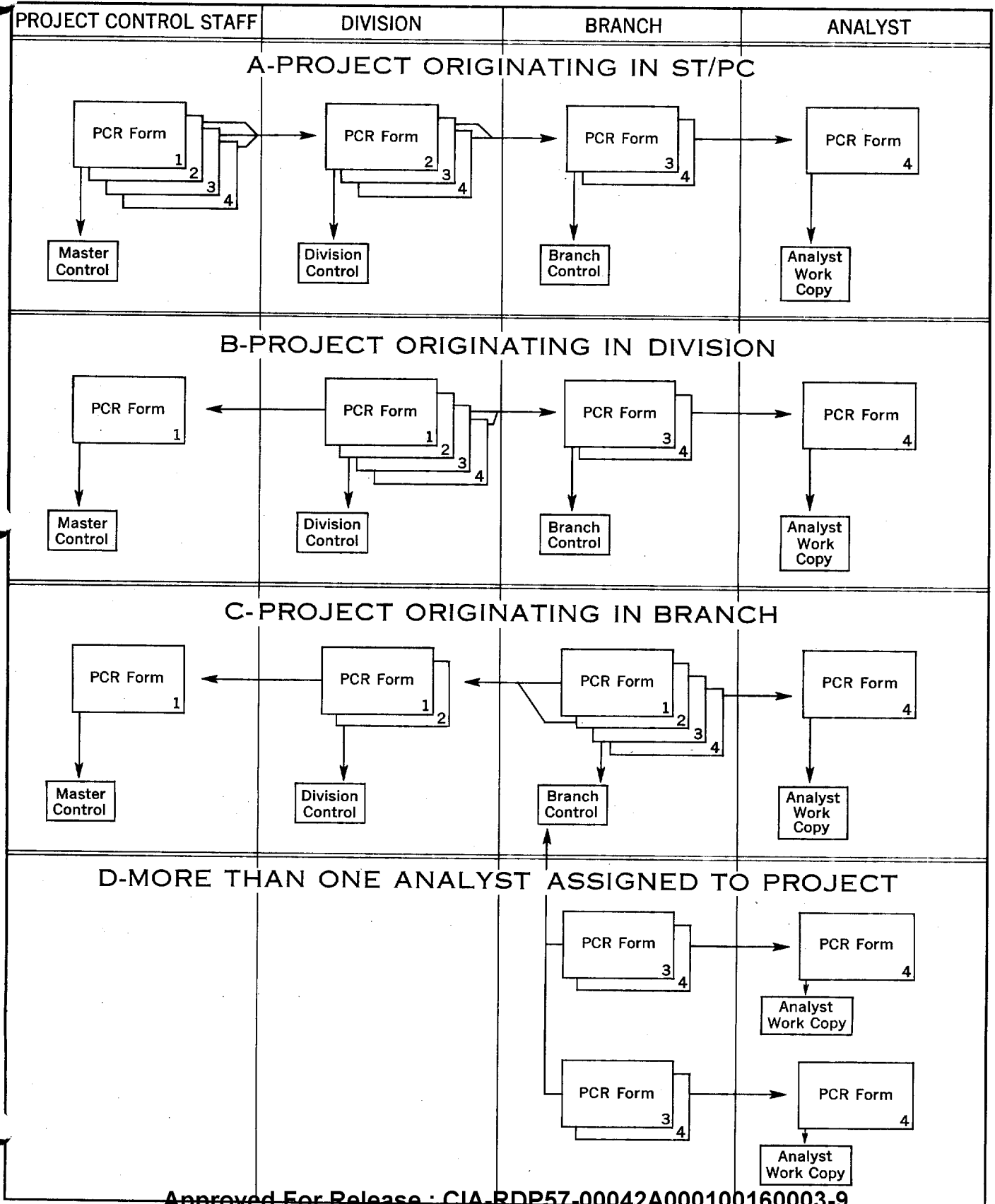
- (1) Branch prepares PCR Form in 4 copies; forwards copies 1 and 2 to division responsible. Retains copy 3 for branch control; forwards copy 4 to analyst responsible.
- (2) Division checks and forwards copy 1 to St/PC and retains copy 2 for division control.
- (3) St/PC retains copy 1 for master control.
- (4) Same as a.(4).

d. More than one analyst assigned to a project

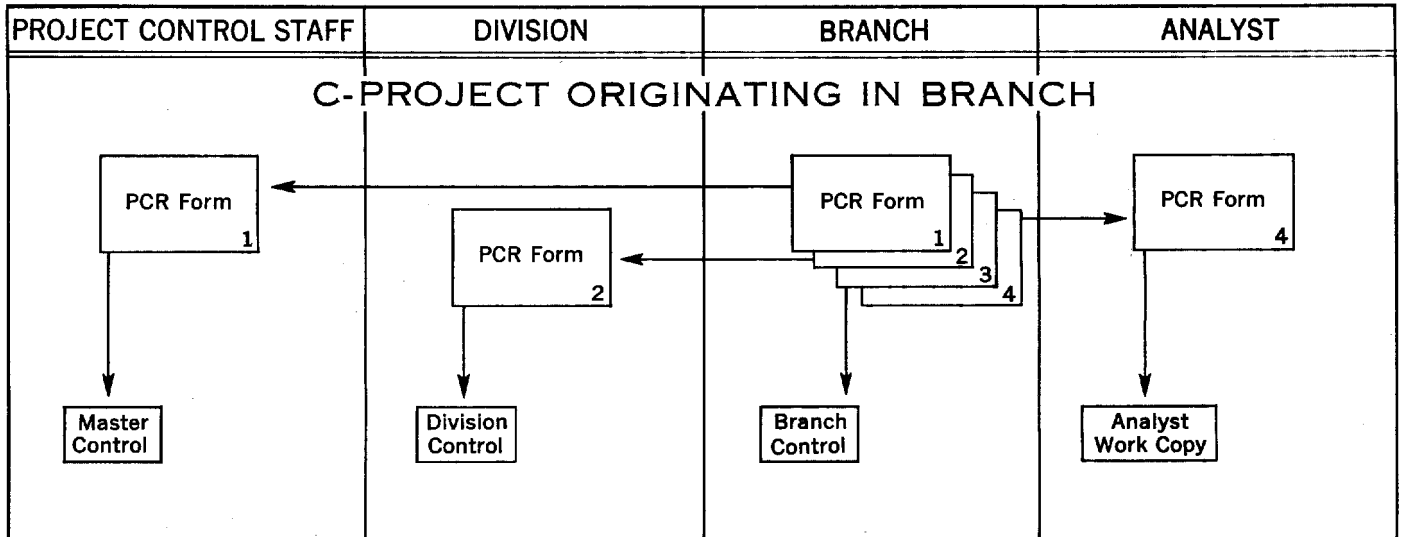
- (1) Branch copies 3 and 4 of PCR Form in required amounts to supply a work copy for each analyst to be assigned a sub-portion of a project. Copies No. 4 forwarded to responsible analysts.

(Note: In these cases the branch would report the percentage completion of the overall project. Analysts would report individual progress on their respective portions of the project to the branch where summary progress would be accounted for and reported.)

PROJECT CONTROL PROCEDURE



FLOW CHART
PROJECT CONTROL PROCEDURE
(ALTERNATE)



<p>Approved For Release : CIA-RDP57-00042A000100160003-9</p> <p>ORR</p> <p>PROJECT CONTROL RECORD</p>	ROUTING	
	To	Released Date
Remarks		

CONTROL RECORD				Control No.	
Project Title		Date Received	Date Processed	Priority	
		Consumer, Origin, Etc.			
ASSIGNMENT DATA					
PROJECT STATUS				Division	
				Branch	
Date Reported	Progress	Revised ECD	Acc. MH. Exp.	Analysts	
	STARTED				
	10%				
	30%				
	50%				
	70%				
	80%			Estimated Completion Date	Estimated Manhours Required
	90%			Actual Completion Date	Actual Manhours Expended
	COMPLETED				

E

L

R

MANHOUR RECORD

Date	Hrs.	Acc. Hrs.	Date	Hrs.	Acc. Hrs.	Date	Hrs.	Acc. Hrs.	Date	Hrs.	Acc. Hrs.	Date	Hrs.	Acc. Hrs.	Date	Hrs.	Acc. Hrs.
				A													
TOTAL																	

2. PROJECT PROGRESS REPORTING PROCEDURE - USE OF PROJECT PROGRESS REPORT FORM (PPR FORM)

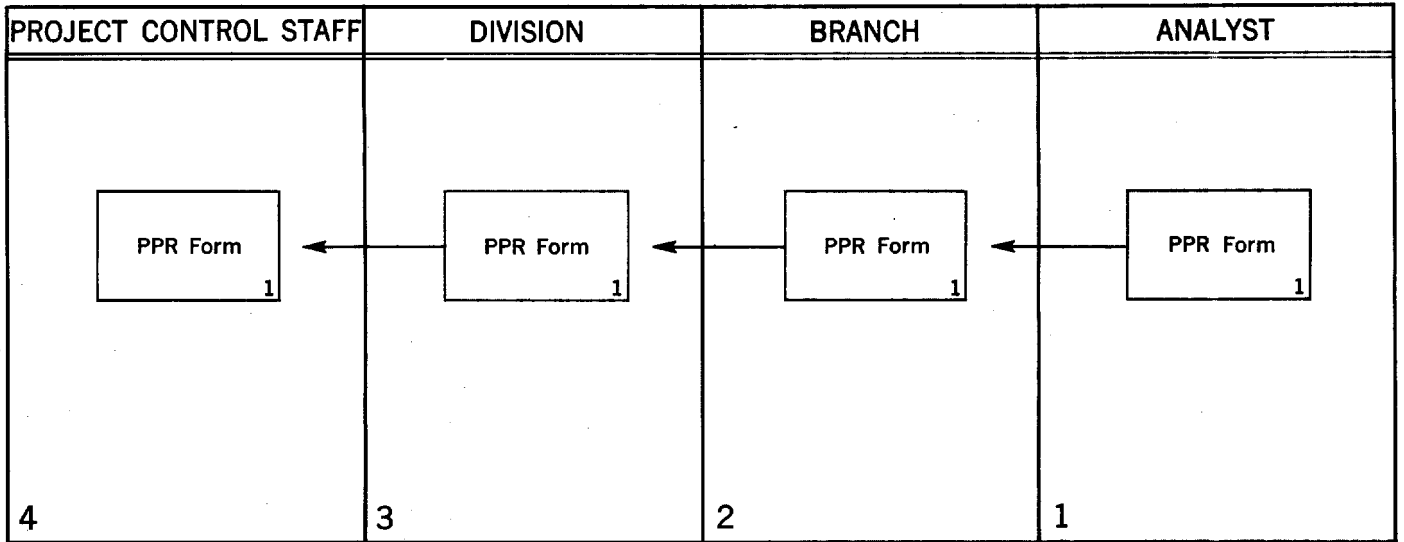
- * a. Analyst prepares PPR Form in one copy and forwards to branch control.
- (1) Enters Project Control Number
 - (2) Revises Estimated Completion Date if required. Remarks may be entered in appropriate space at bottom of form.
 - (3) Notes the accumulated man-hours expended on the project to date. (Taken from man-hour record of the Project Control Record of the project.)
 - (4) Checks appropriate Project Progress box denoting the project status completion phase being reported.
 - (5) Signs his name, division, branch, and reporting date.
 - (6) Indicate proper routing.
 - (7) Cross reference this report information on Control Record portion of PCR Form for the project - analyst copy.
- * b. Branch control receives PPR Form from analyst; enters the information reported on their control copy of the PCR Form; forwards, by routing, the PPR Form to division control.
- * c. Division control receives the PPR Form from branch control; enters the information reported on their control copy of the PCR Form; forwards, by routing, the PPR Form to master control location in the Project Control Staff.
- * d. St/PC, master control, receives the PPR Form from division control; enters the information reported on the master control copy of the PCR Form; retains PPR Form for file or destroys.

*Note: When more than one analyst is assigned to a project, PPR's should be submitted by each analyst to the branch control where the true summary project status would be determined and reported via a summary PPR Form to division control and to St/PC. ?

*See Following Procedure Flow Chart, corresponding steps 1, 2, 3, and 4.

FLOW CHART

PROJECT PROGRESS REPORTING PROCEDURE



<p>ORR PROJECT PROGRESS REPORT</p>	ROUTING										
	To	Released	Date								
Project Control No.	Revised ECD	Acc. Hours									
<p>Project Progress</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"><input type="checkbox"/> STARTED</td> <td style="width: 50%; border: none;"><input type="checkbox"/> 70%</td> </tr> <tr> <td style="border: none;"><input type="checkbox"/> 10%</td> <td style="border: none;"><input type="checkbox"/> 80%</td> </tr> <tr> <td style="border: none;"><input type="checkbox"/> 30%</td> <td style="border: none;"><input type="checkbox"/> 90%</td> </tr> <tr> <td style="border: none;"><input type="checkbox"/> 50%</td> <td style="border: none;"><input type="checkbox"/> COMPLETED</td> </tr> </table>				<input type="checkbox"/> STARTED	<input type="checkbox"/> 70%	<input type="checkbox"/> 10%	<input type="checkbox"/> 80%	<input type="checkbox"/> 30%	<input type="checkbox"/> 90%	<input type="checkbox"/> 50%	<input type="checkbox"/> COMPLETED
<input type="checkbox"/> STARTED	<input type="checkbox"/> 70%										
<input type="checkbox"/> 10%	<input type="checkbox"/> 80%										
<input type="checkbox"/> 30%	<input type="checkbox"/> 90%										
<input type="checkbox"/> 50%	<input type="checkbox"/> COMPLETED										
Reported by	Division	Branch	Date								
<p>Remarks</p>											

3. Time Charge Reporting Procedure - Use of Time Charge Report Form (TCR Form)

General Usage

To be used by organizational elements or individuals for reporting the expenditure of time by special specific category.

To be used to report inter- or intra-divisionally support time expended which is chargeable to a specific project, program, consumer in order that total "time cost" may be maintained.

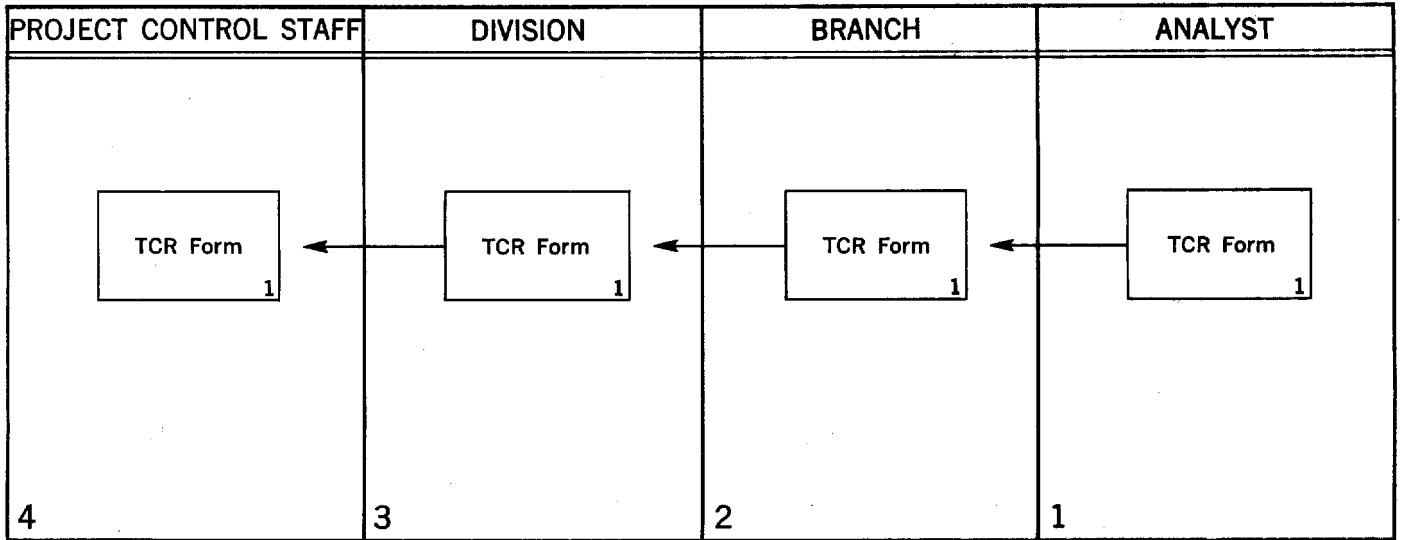
To be used by analysts, non-professional personnel, supervisory personnel, etc. as needed.

May be used internally to account for time categories for local management analysis, etc.

Procedure

- * (a) Analyst prepares TCR Form in one copy; enters complete pertinent information; indicates proper routing and forwards to branch control.
- * (b) Branch control receives TCR Form from analyst; accomplishes proper disposition of the information reported and, if required for the information reported, indicates proper routing and forwards the TCR Form to division control.
- * (c) Division control receives the TCR Form from branch control; accomplishes proper disposition of the information reported and, if required for the information reported, indicates proper routing and forwards to St/PC, Master control.
- * (d) St/PC, master control, receives the TCR form from division control; accomplishes proper disposition of the information reported; retains the TCR Form for file or destroys.
- * See following Procedure Flow Chart, corresponding steps 1,2,3 and 4.

FLOW CHART
TIME CHARGE REPORTING PROCEDURE



ORR TIME CHARGE REPORT	ROUTING		
	To	Released	Date
Charge to <input type="checkbox"/> PROJECT <input type="checkbox"/> PROGRAM <input type="checkbox"/> CONSUMER <input type="checkbox"/> OTHER	Control. No. etc. _____ _____ _____ _____	No. of Hours _____ _____ _____ _____	
Type of Time Expended <input type="checkbox"/> RESEARCH <input type="checkbox"/> INTELLIGENCE MAINTENANCE <input type="checkbox"/> ADMINISTRATION <input type="checkbox"/> TRAINING <input type="checkbox"/> CONSULTATION AND CONFERENCE			
Reported by	Division	Branch	Date
Remarks			

2. Progress Reporting by Percentage Completion m...

It is recommended that the progress of any given project be reported to the Project Control Staff in terms of percentage completed. It is recognized, however, that projects vary in size, nature, manner of accomplishment, etc. Therefore, it is necessary that divisions and/or branches prepare check lists of tasks and responsibilities peculiar to their respective organizations in accordance with a uniform percentage completion range common to all projects reported on.

A sample check list indicating a hypothetical case follows as an example of how this phase in the proposed Project Control system could be developed. Each division should establish their own check list of tasks and responsibilities and set up their particular criteria by which the standard percentage completion range for their projects may be reported in accordance with a standard procedure for all divisions.

These check lists should be maintained on record for the projects in process and would serve as control guides in interpreting the percentage progress reported.

A-11
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CHECK LIST for PROGRESS REPORTING by PERCENTAGE COMPLETION		ROUTING		
		To	Released	Date
Type of Project		Division	Approved	Date
		Branch	Approved	Date
PROJECT PROGRESS				
% Comp.	Description of Tasks and Responsibilities			
Start	<div style="font-size: 4em; opacity: 0.5; transform: rotate(-45deg);"> S A M P L E </div>			
10%				
30%				
50%				
70%				
80%				
90%				
Complete				

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CHECK LIST
for
PROGRESS REPORTING
by
PERCENTAGE COMPLETION

ROUTING		
To	Released	Date
ST/FC	COB	2/10/54

Type of Project	Division	Approved	Date
	Chauncey J. Black	COB	2/10/54
	Branch	Approved	Date
	T. C. Smith	ACT	2/5/54

PROJECT PROGRESS

% Comp.	Description of Tasks and Responsibilities
Start	Project received by analyst - Reviewed - Scheduled into workload
10%	Outline established - Support information determined etc - Continued preliminary review.
30%	All requests for support information processed - Project report outline established.
50%	All material on hand for review and evaluation.
70%	Material evaluated - Initial draft started.
80%	Final draft completed - ready for review, coordination, changes etc.
90%	Final paper completed subject to final coordination.
Complete	Complete coordination effected and project submitted to requester.

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5. Advantages of Proposed Type of Project Control System

(a) Increased Worker Interest - Analysts under the proposed system are not required to account in detail for the distribution of their time. This relief from time-consuming detail time reporting will allow a greater portion of time to be expended in professional research work and should create increased worker interest.

(b) Greater Staff Flexibility - The utilization of the proposed system provides finger-tip control by supervision of the workload, backlog, distribution, etc. This control media, when fully utilized, provides the means to effect equitable and efficient workload distribution and results in greater staff flexibility through effective supervisory control.

(c) Worker Specialization - It is agreed that analysts should expend the majority of their time in professional research activity. Likewise lower-paid personnel should specialize in the less complicated but time-consuming make-ready work, etc. The proposed system recognizes these facts and is designed to require a minimum of reporting time as well as control maintenance time.

(d) Management Viewpoint - Management needs current, complete, factual, readily accessible information regarding its program activity at all organizational levels. The proposed system is one designed to provide this type information for all levels of management on a continuing basis. The proposed system will provide the information -- management where concerned will summarize, correlate, evaluate, and analyze the information to suit the management need desired.

(e) Simplified but Effective Control - Controls to be effective must be existent at operational levels. The proposed system provides for a master control at the Project Control Staff, division level control, and branch level control, if desired. The individual analyst too, has, in effect, control of his work and on his reporting hinges the accuracy and timeliness of the control system.

(f) Procedure Flexibility - The proposed system properly installed and maintained provides control information which is standard for all participants. The internal use of the system can be flexible in that local controls can be devised using the system information. Local methods for scheduling work, etc. should not effect the maintenance of the proposed system. Likewise, distribution of work, retention, or accumulation of backlog at division or branch level would not disrupt the system procedure.

(g) Delegation of Responsibility and Authority - Responsibility and authority should be delegated to the lowest practical levels at which an intelligent decision can be made. This requires the institution of con-

A-14
A-15

~~SECRET~~

controls to hold individuals accountable for results in exercising their authority. The proposed system is designed to provide these controls by supplying the required information needed to establish adequate control at all supervisory levels.

A-15
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