SUBJECT: Creation of a ~~Data~~ _DATA/INFORMATION_ Management Staff

DISSCUSSION.

1. The management of data and the information derived and re-ported from data where it pertains to the management of center activities has been performed in a rather ineffective way.

2. A look at the center reveals that data ~~an~~ _or_ information is collected, maintained and disseminated for a variety of reasons, at many locations and levels of management throughout the center with no ~~means~~ _staff_ to correlate such data in order to be used in an effective decision making process by the top level managers of the center, and bring it to bear on the center top level management decision process.

3. Examples of these are data files containing target statistics, film usage and inventory, report and briefing boards production, personnel, finance, budgets equipment maintenance, supplies inventory, etc.

4. The Management Information System to a lesser degree is also some what ineffective as a management tool because certain prime functions have been delegated to a line organization.

5. Namely, PSG/AID is responsible for the following functions:

a. The collection and verification of manhour data

(recorded on time sheets) and submission of these data to

the Operations Branch, AID for imput to the computer based

Management Information System.

b. The collection and verification of project data (e.g.,

project information work phase notices, products, etc.) and

submission of these data to the Operations Branch, AID for

inclusion in the MIS.

c. The maintenance (e.g., updating and purging) of data

contained in the MIS.

d. The preparation of algorithms for the retrieval of

information from the MIS and the collation and presentation of

this information in a format mutually agreed to by AID and PPBS.

This will, however, be limited to those services amenable to

existing MIS software and/or which require minimum manual ex-

traction and formatting operations.

e. The continuing review and redesign of system components

of the MIS in an effort to improve MIS products and meet the changing

demands of MIS customers as determined by PPBS, in consulta-

tion with AID.

f. Serve as the interface between operational and develop-

mental components of AID and MIS customers in all matters per-

taining to the MIS.

6. While, PPBS is responsible for the following functions:

a. A determination of management data elements which

should be recorded in the MIS.

b. The determination of the information elements which

should be extracted from the MIS.

c. The analysis of data extracted from the MIS.

d. The preparation of management analysis reports based

in whole or in part on information extracted from the MIS.

7. The main problems evident by this dichotomy of functions

is that those functions necessary to insure a timely MIS are not

the responsibility of the PPBS.

8. Further, to gain insight into customer usage of the MIS,

function as F. would serve this purpose better under the PPBS.

9. The division of functions described in paragraphs 5 and 6

have been in existence since August 1968. Prior to that time all the

functions were under PPBS.

10. Prior to August 1968, the MIS was a system that responded

to users needs on a weekly basis. The files were kept up to date,

there was systematic checking of data, improvements to the MIS were

continually made and the system as a whole received center wide ac-

ceptance.

11. Today the file is in ~~bad~~ poor shape. It has not been purged of

closed projects since before August 1968. The latest pay raise tables

have not been input into the file and updates take from two to four

weeks. All this taken together is a cause for the lack of acceptance

of the MIS by most center personnel.

12. Part of the problems are directly attributable to PPBS for

not providing direct support to the MIS on a routine basis.

13. To summarize, there exists with in the center many informa-

tion files and among them the MIS, each of which, if properly controlled

by a higher level organization can contribute significantly to the de-

cision making process of Center management.

14. Further, there will be many additional information

systems imposed on the Center by the SIPS. Already, the Automatic

Budget Control System is being utilized by the Center. PPBS has es- *NoT RELINQUISHED*

~~tablished~~ control of the Automatic Budget System *but ~~had~~ has ~~took~~ taken direct action to ~~a~~ control and operate this system.*

15. Some of the information systems to be imposed on the Center

by the Agency SIPS are those dealing with performance measurements *and*

Work load factors*~~, budget estimates, etc.~~*

16. What is being alluded to here is the implication that

some sort of system or systems requiring the collection and analysis

of manhour data will become an Agency wide requirement.

17. NPIC is the only component that has an MIS which collects

and analyzes manhour data.

18. If it becomes an Agency requirement for all components to

collect and analyze manhour data we must do so in a much better way

and under a higher level of management than we do so now.

19. We cannot allow a line organization to be in control of a

Center wide information system which must be responsive to the Agency.

20. We must reorganize the PPBS staff to allow for the control and analysis of NPIC information systems on a routine basis.

21. The recomendations that are here stated are based on the assumption that approval will be given to improve the MIS on the basis of a drum based weekly man hour file where input to the file is made by each group through a remote access device

<u>Recomendations</u>

1. PPBS assign one individual from either division as the NPIC DATA/INFORMATION CO-ORDINATOR

2. Two slots from AID/SIS to be transferred to PPBS and assigned to the operations and control of data and information system

3. RAD and PPD provide ad hoc support to these systems

25X1

attachment   PPBS PPD

DATA/INFORMATION MANAGEMENT STAFF

MISSION: The Data/Information Management Staff (DIMS) is respon-
sible for collating all center data/information systems to provide
NPIC managers with essential planning and operating information in
forms that combine manpower utilization, program schedule, targets,
reports, finance, and budgets statistics and personnel and inventory
levels into meaningful relationships. In addition, the DIMS has
the responsibility to insure that all Center data/information
systems are designed, maintained, and operated in such style as to
provide useful, accurate and timely information to all Center managers.

FUNCTIONS: The Data/Information Management Staff in cooperation with
Center managers shall:

1. Operate and improve the MIS to ensure identification, col-
   lection, storage and retrieval of essential elements of
   management data.

2. Analyze the utility, accuracy, and timelines of all NPIC
   data/information systems which are intended to provide management infor-
   mation of CENTER wide interest.

3. Analyze all data/information systems and produce reports
   which translate current and past performance data into
   meaningful predictions of future performance.

4. Correlate and interpret data from the various data/infor-
   mation systems to provide a wide range of information on which to assist the manager
   in assist the management decision making process.

5. Respond to Center manager requests for ad hoc data correla-
   tion of the various data/information systems.