

~~SECRET~~NPIC/PPBS/PPD-14/70
9 July 1970

MEMORANDUM FOR: Chief, Plans & Programs Division, PPBS/NPIC
SUBJECT : Management Information System (MIS)

What is the MIS?

The MIS handbook gives the following definition:

"The MIS is a method of collecting data on Center activities in order to provide a systematic means of accounting for tasks levied on the Center, the effort expended by Center personnel, and a record of the resulting products. The information acquired can be used not only to determine how manpower was used, but also to assess the status of work in process and to determine the Center's capability to take on additional work and the relative priority in which it will be accomplished. Furthermore, based on past performance, the MIS can assist in projecting the Center's need for manpower and funds.

The system provides information. It does not make decisions--that is the responsibility of management. It does, however, enable management to make decisions based on a greater range of information than would be possible without the system.

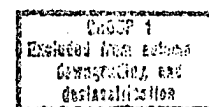
The system is quantitative only in that it records how much was produced, how long an effort took, or how many man-months of effort were involved. It does not evaluate quality. The customer is the judge of the quality of the Center's product; the supervisor of the employee's performance.

The effectiveness of the MIS is chiefly determined by the information entered into it. Since most of the information going into the system comes from the individual employee's accounting for his time, the wholehearted cooperation of each person is essential for the system to work properly."

What is the Purpose of the MIS?

1. To provide a statistical base from which management can assess past and current operations and to plan for oncoming commitments.
2. To provide a tool to be used by the line manager in evaluating his component's performance.

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NPIC/PPBS/PPD-14/70

3. To present information to production components for planning and controlling their work.

4. To report status information of the Center's work flow.

5. To provide a standardized method of accounting for and reporting manpower utilization.

In What Ways has the MIS been Used?

1. Primarily for analysis of specific projects or programs to determine:

a. Cost of a project or program in terms of manpower and dollar equivalents.

b. Duration of a project.

c. Types of activities (PI, editing, graphics, etc.) associated with a project and the cost of each; e.g. what is the PI cost of a certain report, what is the cost of security escort duty, etc?

d. What are NPIC's overtime costs against what type of work?

e. How many and what types of projects are associated with the various NPIC components?

f. How many projects are completed in a given time, how many are started, how many are cancelled and how many active projects are there currently on the books?

2. The MIS has also been used to forecast the effort required to exploit a mission.

3. The MIS has been used to provide the Production Management Board with a project status report to facilitate project scheduling.

4. The MIS is used to show NPIC support to CIA and non-CIA components.

5. The MIS has been used on numerous occasions to answer ad hoc requests for information by the various levels of NPIC and Agency management. These requests vary from computer utilization, report production, costs of certain programs, planning, budgeting, training, travel, etc.

Why is the MIS Needed?

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NPIC/PPBS/PPD-14/70

1. It is the only source of Center-wide information by which management at all levels can measure the Center's performance.
2. It enables all Center personnel to use the same system thereby reducing operation costs.

What Alternatives are There?

1. Have no central system, proliferating a multitude of unrelated information systems usable only to the component administrating the system and thereby increase total management information operating costs.
2. Create a new system, but this may well result in repetition of the same or similar mistakes now in the MIS if a thorough study is not performed.
3. Retain the MIS, improve, and study it; then determine what action should be taken.

RECOMMENDATION

1. The MIS should be retained.
2. The MIS should be improved.
3. The MIS data should be studied analytically to determine what further action should be taken.

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Plans & Programs Division, PPBS
NPIC

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14-70
26 June 1970

MEMORANDUM FOR: Chief, ~~DEBS~~/PPD

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What is the Purpose of the MIS?

1. To provide a statistical base from which management can assess past and current operations and to plan for oncoming commitments.
2. To provide a tool to be used by the line manager in evaluating his component's performance.
3. To present information to production components for planning and controlling their work.

4. To report status information of the Center's work flow.
5. To provide a standardized method of accounting for and reporting manpower utilization.

In What Ways has the MIS been Used?

1. Primarily for analysis of specific projects or programs to determine:
 - a. Cost of a project or program in terms of manpower and dollar equivalents.
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 - c. Types of activities (PI, editing, graphics, etc.) associated with a project and the cost of each; e.g. what is the PI cost of a certain report, what is the cost of security escort duty, etc?
 - d. What are NPIC's overtime costs against what type of work?
 - e. How many and what types of projects are associated with the various NPIC components?
 - f. How many projects are completed in a given time, how many are started, how many are cancelled and how many active projects are there currently on the books?
2. The MIS has also been used to forecast the effort required to exploit a mission.
3. The MIS has been used to provide the Production Management Board with a project status report to facilitate project scheduling.
4. The MIS is used to show NPIC support to CIA and non-CIA components.
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Why is the MIS Needed?

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What Alternatives are There?

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2. Create a new system, but this may well result in repetition of the same or similar mistakes now in the MIS if a thorough study is not performed.

3. Retain the MIS, improve, and study it; then determine what action should be taken.

RECOMMENDATION

1. The MIS should be retained.

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MEMORANDUM FOR: Chief, PFBS/PPD

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1. To provide a statistical base from which management can assess past and current operations and to plan for oncoming commitments.
2. To provide a tool to be used by ^{the} line manager in evaluating ^{his} ~~their~~ component's performance.
3. To present information to production components for planning and controlling their work.
4. To report status information of the Center's work flow.
5. To provide a standardized method of accounting for and reporting manpower utilization.

In What Ways Has the MIS Been Used?

1. Primarily for analysis of specific projects or programs to determine:
 - a. Cost of a project or program in terms of manpower and dollars ^{or equivalents}.
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 - c. Types of activities (PI, editing, graphics, etc.) associated with a project and the cost of each; e.g.,

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What Alternatives Are There?

1. Have no central system, ~~but this would~~ ^{which} proliferate a multitude of unrelated information systems usable only to the component administering ~~such system~~ ^{the} and ^{thereby} increasing ^(total management information) the operating costs of NPIC's ^(x) ~~information system as a whole~~

2. Create a new system, but this may well ^{result in repetition of the same} produce the same ~~MIS now in existence~~ ^{or similar mistakes now in the MIS} if a thorough study ~~of the MIS~~ is not performed.

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