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OBJECTIVE STATEMENT: Establishment of a Printing and  
Photography Advisory Group (PPAG).

I. Activity This Period: This objective was completed as scheduled. The three fourth quarter meetings were held and both PPAG members and P&PD management performed evaluations of PPAG for submission to the D/L (copy attached). Subjects discussed during the fourth quarter meetings included the reiteration of lunch and work break policy, perceived misrepresentation of P&PD production capabilities and methods to encourage customer acceptance of 35mm slides (vice vugraphs) as the preferred presentations medium.

II. Problems Encountered: None.

III. Plans for Next Period: None, objective completed as scheduled.

22 September 1987

MEMORANDUM FOR: Director of Logistics

FROM:

[Redacted]

Chief, Printing and Photography Division, OL

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SUBJECT:

Evaluation of the Printing and Photography  
Advisory Group

REFERENCE:

Memo to D/L, dated 8/20/87, same subject

1. The final milestone of P&PD's FY 1987 objective to establish a Printing and Photography Advisory Group (PPAG) is the submission to you of this evaluation of PPAG.

2. PPAG was established to facilitate greater participation by first line supervisors in the management of P&PD, and to provide a direct line of communication between these supervisors and P&PD's senior managers. I believe both of these goals have been met. As noted in the reference a broad range of topics were addressed by PPAG. Problems as diverse as leave abuse and vugraph production were discussed. And although the tangible benefits of these discussions were admittedly limited, several less concrete things were accomplished. The development of a closer relationship between the printing and the photographic elements of P&PD came about, a real sense of participatory management was fostered, and a better understanding of division and office policies and issues resulted.

3. In view of the above and the more positive than negative tone of the reference, I intend to continue with PPAG, and attempt to broaden its role through the assignment of specific tasks relating to production methods, training, and personnel utilization.

[Redacted]

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20 August 1987

MEMORANDUM FOR: John M. Ray, Director of Logistics, OL

VIA: [redacted] Chief, Printing and  
Photography Division, OL

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FROM: [redacted] Chairman of PPAG

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SUBJECT: Review and Evaluation of the Printing and  
Photography Divisions Advisory Group (PPAG)

I. Introduction:

This report is written to summarize one years performance of the Printing and Photography Divisions Advisory Group (PPAG). This new advisory group was formed in compliance with the Office of Logistics MBO (FY-87)

II. Background:

Serving as an advisory council to the Chief, Printing and Photography Division (P&PD), PPAG's membership was restricted to top line management from both the Printing and Photography Components of the Division. Currently, there are 17 members from all three shifts. In monthly meetings with the C/P&PD, DC/P&PD and Division production manager, an agenda of current topics or problems was presented. The views voiced were generally a consensus of this layer of management.

Procedural standards were followed which allowed for senior P&PD management to question and reply to our proposals and in turn provide new topics for PPAG to explore and assess at a future meeting.

In PPAG exploratory committee meetings, many subjects and ideas of lesser substance were discussed but were not presented to management in a formal session. The following list, however, identifies topics that were discussed in formal PPAG meetings. They are representative of PPAG's endeavors.

1. Misrepresentation by management of P&PD's

production capabilities to customers and visitors.

2. JPRS paper problems.
3. Division leave abuses and problems.
4. Recommendation and study of a new enlarged printing quality control program.
5. Recommendation of a training program for division planners.
6. Summer only employees placement and involvement in production.
7. Critique of divisions policy of starting and quitting times and the termination of breaks.
8. Suggested work hour changes for the composition section. (Prepress)
9. Review of the Division vugraph production requirements.
10. Review of P&PD's Career Counseling.
11. Proposed change in daily production meeting to allow 20's to attend.
12. Divisions new policy management rotations.
13. Loss of line personnel and its impact on production.
14. Possible Branch management changes.

III. PPAG Independent 12-month Review:

A. Positive Comments:

1. Career Enhancement

The staff experience provided by PPAG enabled members to participate in learning experiences. Committee work, outside field trips, and particularly the first hand exposure to the inter-working relationships theory philosophies, and candid revelations of P&PD's senior

management in intimate office surroundings were excellent career stimulus.

## 2. Tangible Accomplishments

There were only two tangible accomplishments resulting from PPAG initiatives. A new quality control program was a major PPAG project. Stemming from a quality circles suggestion, PPAG devoted six weeks for trade input, research, and refinement before presenting our findings and recommendations. The quality control program package has been given to P&PD's System Staff for final analysis. The program, if adopted, may be incorporated in OL's reorganization plans.

Secondly, 20% printing line supervisors are meeting daily at 0730 with P&PD with P&PD's Planning Chief for a production status update. This PPAG suggestion has been popularly received.

## 3. Unity Established Among PPAG Members

The membership of PPAG is very diversified and representative of the various trade crafts and processing specialists that are the main body of P&PD. PPAG members cooperated and developed a harmonious active Advisor Group. Unity was established as we found overlap in many areas of P&PD employment. We undertook our obligation with great resolve.

### B. Negative Comments:

The lack of more tangible results from PPAG proposals etc. is our biggest disappointment. This is tempered with the realization that staff studies, proposed policy changes, and new initiatives require fair time intervals to act upon.

Although a few topics were offered from senior management PPAG was receptive to more project tasks from that source. A 50/50 compromise on agenda subjects seems fair. The exclusion of the branch Chief level proved awkward as many suggestions from PPAG unavoidably concerned Branch equipment or policy changes. Without the presence of line Branch Chiefs, these matters were relatively impotent.

## IV. Recommendations:

Active PPAG members in complete accord recommend that PPAG not totally be disbanded. We accepted OL's directive that formed PPAG in the fall of 1986. We have worked hard at maintaining the momentum and have benefitted by the associations. A core of line managers and supervisors has been established that can serve in an advisory capacity for P&PD's Division Chief and subordinates.

We also recommend that if continued, PPAG meet bi-monthly. The agenda responsibility would be alternated each meeting.



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**OBJECTIVE STATEMENT:** Implement 'Computer-to-Plate' concept of Digital Prepress System

**I. ACTIVITY THIS PERIOD:** P&PD has continued its search for a Roster Image Processor (RIP) and laser platemakers that will successfully complete this objective, but has found nothing thus far that will satisfy this objective in a production environment. A Rachwal Projection Platemaking system was installed last quarter, and an Autologic Microfilm Recording Unit (MRU) was installed this quarter to image the 70mm film used by the Rachwal System. This eliminates the need for manual photographing of the finished pages. Although this system does not fulfill the computer-to-plate objective, significant production efficiencies have been realized.

**II. Problems Encountered:** P&PD's goal of computer-to-plate appears to be pushing the technology of the Graphic Arts industry. We remain confident that advancing technology will allow us to achieve this objective; however, we must wait until it catches up to our goal.

**III. Plans for Next Period:** P&PD will continue to monitor development of RIP's and platemakers until this objective is achieved.

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**OBJECTIVE STATEMENT: Establish P&PD Quarterly**

I. Activity This Period: The second P&PD Quarterly was delayed until early September due to scheduling problems, and the third Quarterly will be held in October. Speakers and topics for the October meeting have been favorable.

II. Problems Encountered: The major problem with this objective is that it has received lukewarm support from Division personnel, and attendance has been less than desired.

III. Plans for Next Period: P&PD will hold its third Quarterly meeting in October, and proposes to discontinue these meetings after that. Other more effective and better received methods of communication will be sought as an FY-1988 objective.

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**OBJECTIVE STATEMENT: Identify and Implement Enhancements to Secure Printing**

I. Activity this Period: P&PD has sent samples of the paper stock to ink-jet printing suppliers for testing, however, we have not received any results. We interpret this as a sign that current ink-jet technology cannot meet our requirements for secure printing. Other methods explored include laser drilling of a bound book, but this also proved unacceptable.

II. Problems Encountered: No problems have been encountered except that we have not yet identified a suitable alternative to the current xerographic secure printing method. It appears that secure printing has lost much of the emphasis it experienced a year or two ago.

III. Plans for Next Period: P&PD will undertake a study of secure printing in FY-88 to determine its current effectiveness and future in the Agency.

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OBJECTIVE STATEMENT: Identify Required Skills and Refresher Training

I. Activity This Period: There has been very little activity on this objective this quarter due to a vacancy in the Administrative Staff and heavy workload. We are now in process of verifying each employees training record.

II. Problems Encountered: The major problem encountered deals primarily with a lack of personnel to fulfill this objective.

III. Plans for Next Period: Anticipate preparing a training requirement from each Branch for employees at various levels.

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OBJECTIVE STATEMENT: Establish Quality Control Mechanism  
for Printing

I. Activity This Period: Investigations into a quality control system were initiated by a Quality Circle study into quality control for the Press Branch. This study prompted a study by P&PD's PPAG group which expanded the scope to include all printing production components. As a result of these efforts, P&PD's PP&SS was tasked to study the entire scope of quality control from receipt of printing requests to the final delivery of printed work. Considerable materials have been gathered and initial concepts for a comprehensive control system have been formulated.

II. Problems Encountered: Unfortunately human resources were diverted from this project and it is currently not receiving the necessary attention for its completion. As personnel return from other assignments and duties, work will resume on the project.

III. Plans for Next Period: Much work has been accomplished on this project and it is of sufficient importance and potential value as to warrant being carried on to next fiscal year.

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**OBJECTIVE STATEMENT: Streamline Bindery Operations**

I. Activity This Period: The order for Kirk-Rudy labeling base and support equipment has been placed in order for P&PD to implement the automated labeling of JPRS publications, and an agreement with ~~an~~ FBIS has been reached whereby will electronically provide dissemination lists for these publications. The exact delivery date has not been established for the labeling equipment, but P&PD will be ready to implement the system when it arrives. P&PD will continue to pursue the web tinting project, and will make a determination as to its practicality next quarter.

II. Problems Encountered: None.

III. Plans for Next Period: This objective has essentially been completed; however, P&PD purposes to continue to study finishing operations next fiscal year focusing on in-line binding equipment, alternatives to the labor intensive GBC binding operations, and in-line wrapping equipment.

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**OBJECTIVE STATEMENT:** Improve Customer Relations with and Knowledge of P&PD

**I. Activity This Period:** During this quarter only one visit to the Printing and Photography Division was arranged. In FY87, a total of 72 people from various Agency components visited P&PD to tour both printing and photography and to discuss mutual problems.

**II. Problems Encountered:** The interest level seems to be diminishing for an extended and in-depth visit to P&PD. We seem to have completed the groups with the most interest.

**III. Plans for Next Period:** There are no visits currently scheduled for the next quarter.

**IV. Recommendation:** I recommend that we set aside one day each week during January and February to provide in-depth visits for our customers. Invitations would be extended in December to all which are interested in participating. Naturally, routine tours by request would continue as needed.