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EXTERNAL VIEWS AND PERCEPTIONS

25X1 The following is a series of comments developed with [redacted] Executive Officer, Office of Research and Development, DDS&T EO/ORD/DDS&T in a meeting held on 12 August 1985 regarding the Study of OL's Service Environment and Ways to Enhance OL's Image.

1.

General Comments

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- [redacted] Logistics Officer, and [redacted] Chief Contracts Staff, are outstanding and exceptional representatives of the Office of Logistics.
 - ORD works through the ORD Logistics Officer who is the liaison with Logistics Central for support.

2. Perceptions of OL Support

- P&PD does excellent work but not on time due to shortages of resources. Quality of work is outstanding.
- EBOB/RECD function is a better approach to managing external facilities and getting this done than previous arrangement.
- SMB/SD support is adequate but hamstrung by regulations and utilization of the GSA schedule.
- Communication - If OL is accomplishing much for ORD and if ORD is not being informed of what OL is doing for them, such lack of communications is a measure of poor perception of our services.
- Some aspects of OL support lack confirmation of project/service status and prognosis. Such professional courtesies are not only desirable, but they are essential for success and a positive OL image.

3. How to Improve Services

- Submitted request to RECD in October 1983. Question as to whether HEB/RECD or FEB/RECD to handle - Client perceived project bouncing back and forth between branches six times - RECD conducted an internal study and a contractor

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study - ORD staff was frustrated and appealed to the D/L
- FEB/RECD directed to handle project in August 1984 -
FEB did the job in two months on 30 September 1984.

◦ Suggestions

Let people know you are working on their project even if you
can't give them a positive response.
Tell the client when you think it can't get done and that it
will take longer to accomplish.
OL is not providing enough feedback.
Clients have to know you are not ignoring them.
You must respond and give satisfaction.

5. Views of OL Courtesy and Professionalism

- ORD views OL as extremely courteous and professional. As experienced through the two Logistics representatives assigned to ORD.
- When you deal face to face with decentralized OL people, support is great. (Perhaps because of the component's own ignorance of who else to call for help.)
- Dealing at a distance with Logistics Central is less efficient, less effective, less responsive due to the requesting component's ignorance and the inefficiencies taking place at the Logistics end.
- It appears that in dealing with each other at a distance, we may not be asking the right questions in both directions, which results in the exaggeration of the issues, inaccuracy of requirements definition, and general misunderstanding of each other.

8. Other Factors Influencing Perceptions

- "Let's not worry about perceptions."
- "Let's do something about service."
- "Then perceptions will be taken care of."

9. OL Communications Media

- HOME Newsletter for Headquarters is excellent.
- Suggest OL provide a similar External Building Newsletter.

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External employees would be well informed and not have the feeling of being out of the mainstream and being ignored.

10. OL Communications in the Training Area

- Utilize the Mid-Career Course to provide overview of OL.

Make a distinction and present a combination of anecdotal briefings and standard/functional briefings.

Anecdotal briefings should include

special support - and war story experiences to define the other dimensions and image of OL.

Show your audiences that you are not only involved in housekeeping, plumbing, air conditioning, escorting, and mundane activities.

- Utilize more showmanship in your briefings.

Brief the CT Courses and Introduction to CIA Course.
Brief the New Chiefs-of-Station Seminar.

11. Other Suggestions for Improving OL Image.

- It appears to many that OL is like a big hole into which requests are sent.
- It seems like OL lines up requests and handles them first-in-first-out (FIFO) in general.
- Suggest OL determine order of relative task actions at a more senior level, and make prioritization decision based upon some other acceptable criteria and rationale, other than FIFO, but also including relativity to a better understanding of interactive operational needs.
- Such higher level of attention to prioritization will require someone who can adjudicate conflicting requests and has the authority to do so.

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