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## EXTERNAL VIEWS AND PERCEPTIONS

25X1 The following is a series of comments developed with [redacted]  
25X1 [redacted] Administrative Officer, DCI, DCI/Admin, in a meeting held  
25X1 on 22 July 1985 regarding the Study of OL's Service Environment  
and Ways to Enhance OL's Image. [redacted] Logistics  
Assistant on the staff also participated in the meeting.

### General Observations - (Relative to conversations with Office Directors and Heads of Independent Offices)

- They do not ever see all the faces of OL - they only experience bits and pieces of our service and support.
- They only have a small view of what OL does.
- The Directorate receives fine attention across all components.
- When OL response is good, most complaints are going through the system rather than directly to Mr. Fitzwater. This is a positive indicator.
- When OL response is not good, component complaints go directly to Mr. Fitzwater. This is a negative indicator.

### Architectural Design and Renovation

- It takes too long to get things designed and constructed.
  - G.S.A is gone - realize we are in a transition stage - design is being done by DICON and in-house staff.
  - DICON performs work as given to them - one time they did not do the electrical work and had to come back and do it. (Indication of lack of oversight and control.)
- HOME Problem Area - Multi-faceted project
  - Work orders are written for one each facet of construction. Single trade shops arrive to accomplish their kind of work only.
  - Example - The suspended ceiling in the first floor Public Affairs area fell in.

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The shops said they fixed it - (i.e., the suspension system) - they had not replaced the ceiling tile - they could not and did not replace the lighting fixture. They came back many times to finally finish the job.

When different trades are required, the job never gets done without frustration and recriminations.

Coordination and follow-up is necessary.

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[redacted] performance is always outstanding.

Some of the other project monitors do not follow-up and respond to the client as follows:

"If it's on the drawings it will get done"

"We gave it to Allied to do"

"They (Allied) don't come back to us (HOME) to tell us posture or progress".

Clients in the office being modified want to be informed more by the HOME project officer regarding the status of what is or is not going on during the process of the project.

Responsiveness in Headquarters by Allied Corporation is very good and getting better.

° External Building Support

Support in external buildings is bureaucratic and poor.

Audit Staff, Key Building - Example - 7000 sq. ft. renovation. G.S.A. delayed project for 60-90 days and then indicated they could not do it. OL awarded direct contract and finished project in June 1985 - RECD took over the project in December 1984.

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OGC Vaulting Project, [redacted] Example.

HOME initial estimate of \$25,000 - six months lost in the interface process - had to be resubmitted for this fiscal year - took 3 more months to determine the new estimate of \$77,000 - status today, client will not spend \$77,000 for this work, DCI will not fund, stale-mate.

Perceptions -

Client still does not understand who organizationally in OL actually did it, and, why does it take 8 to 9 months to come up with a realistic and reliable cost estimate?

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Perceptions -

◦ OGC Drivers' Complaints

Upset they can't earn more money on overtime.  
Tendency to gripe about getting fair share of overtime.  
OGC does not tend to sympathize with their position.

25X1 ◦  Parking

Feeling OL was offered additional land for parking and turned it down and saying it wasn't needed.  
Now it is desperately needed.  
Perception is, OL did not obtain adequate parking when the building was acquired.

◦ OL need for Public Relations

Let people know more about some of the more complex things OL does such as the new building - procurement process - unique supply functions - unique engineering functions - and etc.

The overall Agency has not been educated enough about OL. OL is not only people who move furniture and clean bathrooms.

People in general are seeing the little things and missing the big picture and blaming OL for the little things and some of the things OL is not involved with.

OL is getting blamed whether they are involved, not involved, or should be involved.

A perfect example of the above rationale is OL being constantly blamed for space problems when the decision-making relative to space and its management is elsewhere in the Agency organization.

OL Communications Medium.

◦ OL HOME Notes tell you what to expect and gives you answers.

◦ Give your public relations message without appearing to do so.

I.e., provide status reports on the new building - parking - on technical things and etc.

Provide such information such that it is understood that the OL function is not as easy a job to do as people think.

Provide a subliminal message rather than "tooting one's horn".

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- **Regarding DDA Statements in the Auditorium**

**Provide more insight and understanding of yourselves by making more clarifying distinctions between how you may be seen and how you should be seen as evidenced in some recent statements by Mr. Fitzwater as follows:**

**"DDA as the Housekeepers of the Agency"**  
**"That's what you see, but that's not what you get"**

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