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EXTERNAL VIEWS AND PERCEPTIONS

25X1 The following is a series of comments developed with Bob [redacted] Chief, Administrative Staff, Office of Global Intelligence, C/AS/OGI, in a meeting held on 10 July 1985 regarding the Study of OL's Service Environment and Ways to Enhance OL's Image. The questionnaire was not filled out, but its structure was used as a basis for departure for the following results of the discussion.

1. OL Services Provided

- a. Procurement of Supplies and Equipment.
- b. Contracting for Services.
- c. Contracting for Conferencing Facilities.
- d. Architectural Services for Renovations.
- e. Interior Design Support.
- f. Moving Support.
- g. Transportation Support.
- h. Cleaning of Space.
- i. Construction and Renovation of Space.

2a. Procurement of Supplies and Equipment

- Extremely slow in getting what is ordered except small purchase orders.
- It takes 120 days to obtain furniture.
- You cannot order furniture until final drawings are received from DICON.
- It's like the "tail wagging the dog" with renovations complete long before furniture arrives.
- Now there is a triple inconvenience:
 - Renovations around people.
 - Movement, placement, and use of temporary furniture.
 - Then movement again for new furniture.
- There appears to be a break down in how furniture is ordered.

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- The whole furniture procurement system is extraordinarily long, slow, and not consistent or compatible with the timing and implementation of OC, OS, or other OL actions.
- The OL Excuse:
 - It was ordered through GSA.
 - GSA accumulates multi-agency orders and orders from vendors in large cost packages.
 - Vendors accumulate multi-government orders for larger package procurement and delivery.
- Why can't the Agency (PD/OL) procure large orders of furniture, \$100,000 and above, directly?
- Comptability of all actions in making changes should be made as smoothly as possible.

2b. Contracting for Services

OL responsively provides 100s numbers for repair of equipment. The system works well.

2c. Contracting for Conferencing Facilities

- Contracting for rental of commercial conferencing facilities is very poor.
- Have had direct dealings on these matters with of PD/OL.
- Findings:
 - Have received four OGI component complaints re PD/OL representatives calling the day of the conference informing "we don't have a contract".
 - OGI submitted requests months in advance.
 - OGI feels requests being buried somewhere.
 - OGI feels there is no PD/OL tickler system.
- OGI Perception

Appears that people in that particular office consider themselves pseudo-lawyers.

They question the costs for lunch and etc. They ~~even got OGC,~~ involved in one of these issues.

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Such questions should be bucked to the D/L level.
What is the policy on lunch since we have it?
Along with lateness due to above, they are
getting the contract to the contractor late.
Vendor receiving payments later than 30 days.
Vendor saying they don't want to do business
with the agency.

If vendor adds something into the bill that was
not in the contract, PD will tell you about it
and "pigeon hole it".

Why not pay off on the original bill, make an
amendment for the variance, and not hold it up?

Why not pick up the telephone and speak directly
with the contractor to resolve the problem?

Examples:

Office of Security Approved facility for classified meetings

OGI used Airlie House three specific times.
Contracts were not ready.

Once - contract not in place.

Twice - contracts were not going to be there.

In the latter instances, C/AS/OGI sent his secretary
to pick up and deliver contracts.

Spinoff Effects:

Credibility diminishing by OGI toward OL.
Credibility diminishing by Airlie toward OGI.
Airlie credibility toward agency reputation
suffering.

- Mr. Casey wants more external conferencing.

At times he has called 5 times a day re above.
He wants lots of outside conferencing with academia.
He wants conferencing exposure to a diversified
conglomeration of all types of run-of-the-line
analysts and every facet of analysis.

Mr. Casey recently chaired a conference at the
Washington Hilton for 12 Under Secretaries.

In view of DCI external conferencing interests:

OGI is extremely interested in non-Agency
conferencing.

OGI is establishing a full-time conference
management position.

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2d. Architectural services for renovations

- Architectural design services performed for small scale and major scale renovations.

OGI views such services as "not good".
In-house design staff--supervised by Davis under Ainslie.
Coordination between architectural staff and DICON is ineffective.

In many instances there is no coordination and no control.

DICON appears 4 to 5 times for the same thing.
DICON supposedly given lists by [] to do things and DICON informs they did not receive such.

Yet [] indicate that nothing can be done by DICON unless coordinated by DICON with []

Perhaps a young architect should not be supervising DICON in the trailer.

Not very good management coming out of our offices in Hq building in managing DICON.

It seems like the customer is dealing with two separate elements who are not entirely or effectively talking to each other but both talking to the customer.

It seems like the customer has to coordinate the above two elements together.

The DICON/HOME Design Staff/client interface is not correct, not working, and not in synchronization.

2e. Interior Design Support

- It is confusing to understand the delineation of functions between the Architectural Design Staff and [] Design Staff.

No one appears to have the handle on who orders furniture, Carol or the Architectural Design Staff?

Question: Who does what in design, ordering of furniture, layout, and actual acquisition?

2f. Moving Support

- Receiving and delivering by movers is excellent.

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[redacted] is outstanding.
People at [redacted] are excellent.
They call you--give you notice--give you feed back.
Very impressed.

2g. Transportation Support

- Motor Pool very, very good support.

They call you back--double check--keep you posted.
Have gotten calls from HOME asking about service--
was it done?--were you satisfied?
Before now, some services lacked interpersonal skill.

2h. Cleaning of Space

- Allied Corporation performance outstanding.

Wrote letter of commendation to Allied Cleaning lady
from Office of Director and sent copy to D/L.

2i. Construction and Renovation of space.

- Observation--perhaps too soon to be objective, but
appears not to be very good.

Project officers to each project not getting enough
feedback to client on progress.

It is project officer's job to control and coordinate
project completion date across OL, OC, OIT, and OS
renovations.

Project officer should also coordinate trades.

Why doesn't the project officer play a more active role
and pull all aspects of the project together?

Rather than the project officer keeping the client
apprised, the client is having to keep the project
officer apprised.

Everything appears to be coming from the client's
direction -- "OL is not on top of it."

3. How to Improve O/L Services.

- See comments in paragraph 2 above.

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◦ OGI Observation.

If CPAS and OCR have already contracted privately (i.e. not using Allied Corporation or GSA) to do some work on their own and have gotten the job done and on time, then

Why can't OL get something done through Allied Corporation and get it done on time in the same way?

OGI Situation Example

Casey immediate need--couldn't wait until September.
[] gave task to Allied Corporation.
Allied gave task to a sub-contractor.
Project completed on time as required.

4.

5. OL Courtesy and Professionalism

Marked improvement in courtesy and professionalism.
Feeling that such advances are partially due to:

SOT, CT, LOT, and Professional Trainee Programs.
Increased emphasis and involvement in the CT program.
A sense of professionalism and pride instilled by OL management.

6. Best and Least Understood OL Functions

◦ Best understood (i.e. by DDI analysts)

Cleaning-Heating and air conditioning of buildings.
Renovations of space.
Motor pool services.

◦ Least Understood

Property Accountability and Control.
Procurement and Purchasing Processes.
(i.e. why does it take so long?)

7. Impressions of OL

◦ Unfavorable

Better public relations is necessary to overcome such impressions.

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Present efforts being made are good and will be helpful.

8. Human and Organizational Factors/Perceptions.

◦ Unfavorable Perceptions

Long timeframe to do something and a long wait time to receive product.

The way to change perceptions from negative to positive is to:

Provide better understanding of what we do--how we do it--and--why we do it.

In the DDI's office they have an Admin/Logs position.

The two most important items in the DDI environment are personnel matters and logistics.

OGI in Headquarters Building is one and one half times larger than area divisions--OL provides OGI with a single, fairly junior logistics officer.

In view of the extent of one-on-one interface required of a logistics officer in the DDI, a one-man logistics officer position staffed by a more senior and experienced logistics officer would be much more successful.

DDO Area Divisions have more than one logistics type officer in order to adequately relate to others.

Suggestion - Improve perception of OL by assigning higher graded and more experienced individuals, especially in one-man logistics offices.

9. Suggested Communications Media - Re OL Support.

- Utilize Logistics Bulletins and Newsletters.
- Utilize Personal Public Relations.

Greater dividends in the personal vehicle.

25X1 and two others presented a 30-minute presentation of parking and the new building to an OGI staff meeting.

OGI Division Chiefs went back happy and satisfied.

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[redacted] says "We all know we are all very busy in our daily work, but no one has ever said we can't make the time to provide this very much needed and effective personal communications interface and to achieve the exchange of information."

10. OL Communications Vehicles -- Training Courses.

- Utilize the DDA CT Training Program
 - D/C and D/F brief the CT's -- suggest D/L also tell about OL.
- Utilize the EOD orientation course in the auditorium. OL does not yet participate.

Utilize the Logistics Conference.

Add an extra day.
Provide an overview of Office of Logistics.
Bring in MG officers and selected people from a cross section of agency components.
If not at Logistics Conference, accomplish such in the the auditorium.

General Comment

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- [redacted] is an outstanding logistics careerist in OGI.

She is receiving highest praises from everyone and being put in for a cash award.

No one else is receiving rave notices like she is receiving.

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