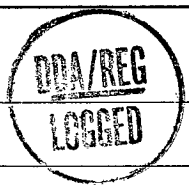


19 OCT

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Transactional Cost Task Force Report



FROM: Edward J. Maloney
D/OIT

EXTENSION

NO. OIT-0987-88

DATE 12 October 1988

STAT
STAT

TO: (Officer designation, room number, and building)

DATE
RECEIVED FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	EA/DDA 7D24 HQ	24 OCT 1988		
2.				
3.				
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FORM 1-79 **610** USE PREVIOUS EDITIONS

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DM-33

OIT 0987-88
19 OCT 1988

MEMORANDUM FOR: Executive Assistant to the DDA
FROM: Edward J. Maloney
Director of Information Technology
SUBJECT: Transactional Cost Task Force Report

1. Attached is the Office of Information Technology report on the status of those transactional cost issues scheduled for the August-October 1988 time period. As you know, several of the issues are related to improving customer service. OIT has been working hard to improve in this area and we believe that this effort is beginning to show positive results.

2. We have had to request an extension on the development of an on-line telephone directory. As we describe in our response, this is a thorny problem whose resolution will require further study. We believe we can develop a definitive proposal by the January time period.

3. If you have any questions on the attached OIT responses, please contact me or the OIT representative to the Transactional Cost Task Force,

[Redacted]

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[Redacted]

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Attachment:
As Stated

[Redacted]

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[Redacted]

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 Transactional Cost Task Force: OIT Issues

OFFICE	ISSUE	REQ COORD WITH	TIME FRAME FOR COMPLETION			
			MAY - JULY	AUG - OCT	NOV - JAN	FEB - APR
INFORMATION TECHNOLOGY	- Review the organizational placement (OIT) and staffing (OC) of the Communications Branch at NPIC. (Has led to confusion over Branch responsibility and poor management, staffing, and performance.)	OC	X March complete			
	- Improve the timeliness of services; e.g., getting telephones and computer lines and equipment installed, removed, repaired and/or relocated. Look at simplifying procedures for getting work requests to the appropriate office and effected.			X		
	- Develop a tracking system for ADP and telephone requests so that offices may receive a status report on work orders.				X	
	- Improve the prioritization of requests for data and voice services within each directorate.				X	
	Suggestion: Automate telephone work orders. Contract work differently.					
	- Reduce the number of coordination points within OIT for a standard and nonstandard AIP procurement.					X
Suggestion: Vest responsibility in one OIT element (as opposed to six).						
- Automate or modify forms for use on word processors. Explore on-line coordination.					X	

ADMINISTRATIVE - INTERNAL USE ONLY

<u>OFFICE</u>	<u>ISSUE</u>	<u>REQ COORD</u> <u>WITH</u>	<u>TIME FRAME FOR COMPLETION</u>			
			<u>MAY - JULY</u>	<u>AUG - OCT</u>	<u>NOV - JAN</u>	<u>FEB - APR</u>
<u>INFORMATION TECHNOLOGY</u>	- Focus on identifying individuals or components having full responsibility for a project and assign adequate authorities to improve coordination.			X		
	- Continue automation efforts (FARS, STARS, ELECTAS, Travel Automation, Commercial Logistics Application System, etc.)	All customers		X		
	- Have the Agency phone book put on-line with updating by components as changes occur.				X*	

* Extension from Aug-Oct requested

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Transactional Cost Task Force

~~OIT~~ ISSUE: Improve the timeliness of services; e.g., getting telephones and computer lines and equipment installed, removed, repaired and/or relocated. Look at simplifying procedures for getting work requests to the appropriate office and effected. Suggestion: Automate telephone work orders. Contract work differently.

Action/Status

Several initiatives have either taken place or are under way that address the problem of timeliness of services:

o Effective in September, OIT was reorganized and the Network Services Group was formed, ~~out of the old Customer Services Group, the Communications Engineering Division and Domestic Field Division (the latter two units were previously located in the old Engineering Group and Operations Group, respectively).~~ Communications Engineering Division has the responsibility for the Headquarters Area communications upgrade (including the PBX installations at the Headquarters complex and Reston); Domestic Field Division has the responsibility for voice/data services outside ~~the Washington, D.C. area.~~ Network Services Group, ~~as the new name implies,~~ ^{this group} now has the full management responsibility for network services, including installations, relocations, and changes, irrespective of location or technology. The resulting streamlined coordination should improve the timeliness and quality of customer service.

~~(C/NSG/OIT~~ [redacted]

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o Also ~~effective~~ effective in September, OIT formed the Requirements and Plans Staff (RPS) ~~reporting to the Director of Information Technology. This staff~~ ^{which} serves as a focal point for the handling of all non-routine service requests. RPS will work with OIT components to ensure ^{that} timely, coordinated preliminary responses to service requests are developed. In addition, RPS will track service requests through to completion, providing customers status reports on a periodic basis. ~~(C/RPS/OIT,~~ [redacted]

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o OIT is in the process of streamlining procedures for managing voice and data service requests. ~~This streamlining involves the modification of existing on-line databases and the automation of the Form 4340 which is used to request voice/data services.~~ The automated Form 4340 is in the final ^{have been} stages of testing. Pilot projects ~~were~~ established in selected DO offices and in DI/OIR. This testing is expected to be complete by the time the new OIT supported workstation (Intel 301Z) is routinely available to all Agency components, early ^{calendar} 1989. An Agency-wide phased implementation will follow. The target date for Agency-wide use of the form is the end of FY 1989. When fully implemented, these steps will result in a more timely and efficient processing and management of data and voice requests. Customers will be able to 1) ensure that their requests have been filled out properly, avoiding costly corrective action; 2) track their requests through their own component and directorate management chain to OIT; 3) ^{on} receive an acknowledgement by OIT indicating OIT has accepted the request; 4) ~~use the project number on the acknowledgement to query OIT on project status.~~ (OIT maintains project status using the on-line databases referred to above). ~~The focal point for this activity is Installations Division, Network Services Group~~ [redacted]

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This will be addressed in the next issue on the following page.)

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o OIT is beginning the phased implementation of a new Service Desk procedure. Through the use of new technology, Voice Mail Exchange (VMX), customers with maintenance problems will be able to key in via their secure telephone the nature of the problem. This will put them directly in contact with an OIT maintenance technician who is a specialist in the problem area. It is believed that through discussions with a trained technician up to 50% of the actual service visits to the customer area will be eliminated. This will result in much more efficient and timely customer service. Agency-wide implementation of VMX should be complete by February 1989.

o In an effort to improve service associated with the integrated voice/data PBX, language in the O&M vendor's (Contel) statement of work has been revised to reflect the importance of timeliness of service. ~~An effort was made to revise the contract to reflect an award fee structure keyed to timeliness but this negotiation was not successful.~~ *has been*

o As our PBX program comes to its conclusion with the occupancy of the New Headquarters Building, almost all available office space in the Headquarters and existing Reston complexes will have been pre-wired. This should greatly expedite relocations and changes to existing data/voice services.

o The new workstation contract with International Technology Corporation for the ITC 301Z personal computer should shortly be coming into effect. This contract provides for the timely delivery (30 days or less) of workstation orders by ITC. In addition, OIT acquisition and installation support will be geared to routinely handle the known set of ITC products under contract. We, therefore, expect to see improvements in timeliness throughout the workstation support lifecycle.

~~In addition to improving the availability of OIT information processing services, improving the timeliness of OIT services is a critical priority for FY 89 and beyond. OIT will continue to tune its organizational structure and investigate new management and technology tools with these overriding goals in mind.~~

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Transactional Cost Task Force

~~OIT~~ ISSUE: Develop a tracking system for ADP and telephone requests so that offices may receive a status report on work orders.

ACTION/STATUS

OIT is in the process of streamlining procedures for managing voice and data service requests. This streamlining involves the modification of existing on-line databases and the automation of the Form 4340 which is used to request voice/data services. The automated Form 4340 is in the final stages of testing. Pilot projects were established in selected DO offices and in DI/OIR. This testing is expected to be complete by the time the new OIT supported workstation (Intel 301Z) is routinely available to all Agency components, early ^{year} calendar 1989. An Agency-wide phased implementation will follow. The target date for Agency-wide use of the form is the end of FY 1989. When fully implemented, these steps will result in a more timely and efficient processing and management of data and voice requests. Customers will be able to 1) ensure that their requests have been filled out properly, avoiding costly corrective action; 2) track their requests through their own component and directorate management chain to OIT; 3) receive an acknowledgement by OIT indicating OIT has accepted the request; ^{and} 4) use the ~~project number on the acknowledgement to query OIT on project status. (OIT maintains project status using the on-line databases referred to above).~~ The focal point for this activity is Installations Division, Network Services Group

[Redacted Box]

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Transactional Cost Task Force

~~OIT~~ ISSUE: Improve the prioritization of requests for data and voice services within each directorate.

Action/Status

This issue was originally submitted by OIT. Since then, each directorate and the DCI area have identified individuals to serve as points of contact for requests for OIT services. These individuals will be responsible for working with OIT to establish work priorities within their respective directorates.

The points of contact for routine maintenance and repair (such as workstation and telephone installation), support to the New Headquarters Building relocations and the Original Headquarters Building backfill are:

~~Office of the Director~~

DCE Area

~~Directorate of Administration~~

DA

~~Directorate of Intelligence~~

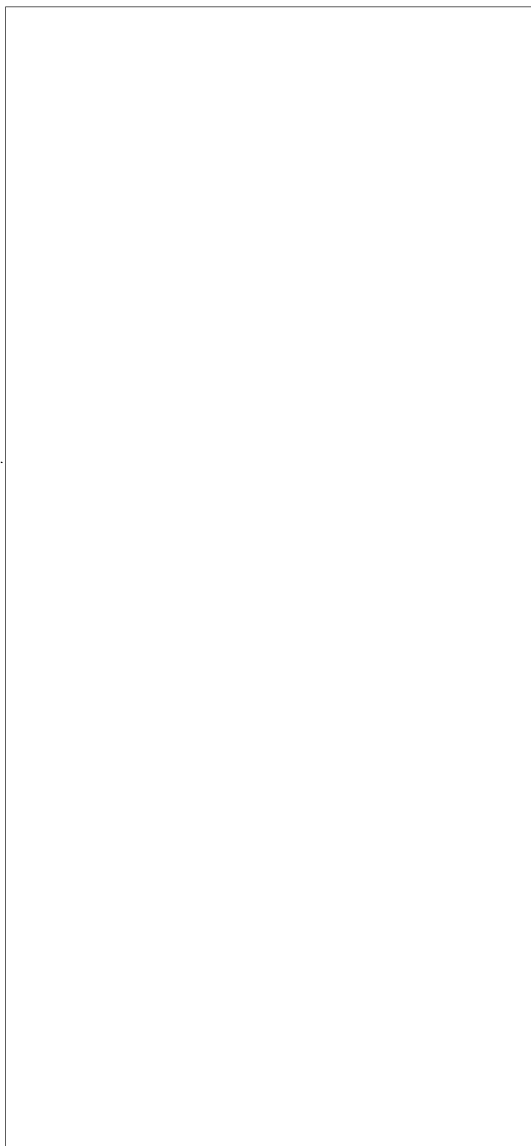
DI

~~Directorate of Operations~~

DO

~~Directorate of Science and Technology~~

DST



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The points of contact for all other requests for OIT services, including major new requirements, are:

DCI Area

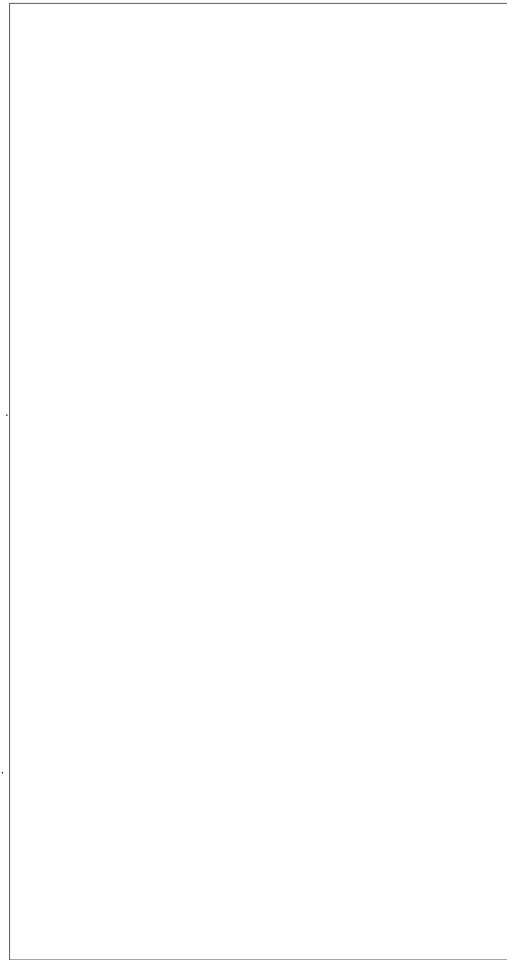
^{DA}
~~Directorate of Administration~~

^{DI}
~~Directorate of Intelligence~~

^{DO}
~~Directorate of Operations~~

^{DS&T}
~~Directorate of Science & Technology~~

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Transactional Costs Task Force

~~OIT~~ ISSUE: Focus on identifying individuals or components having full responsibility for a project and assign adequate authorities to improve coordination.

Action/Status

OIT has significantly improved the focus of responsibilities within the office; moreover, a much greater effort is being made in publicizing information on component responsibilities and points-of-contact. Management improvements in OIT include:

o The establishment of the Network Services Group (NSG) in September 1988. This new Group is responsible for providing all data and voice communication services to OIT customers. ~~The Group was formed from the old Customer Service Group augmented by the Domestic Field Division and the Communications Engineering Division. This merger~~ puts, in effect, all network responsibilities under a single manager. C/NSG/OIT may be reached on X-
[redacted]

25X1

o The establishment of the Requirements and Plans Staff (RPS) within the Office of the Director of Information Technology ~~also~~ in September 1988. RPS is responsible for tasking and tracking all customer requirements other than those for routine equipment maintenance and installation/relocation. RPS is tasked to act as a focal point for all non-routine requests and in addition to marshalling and coordinating OIT resources will ^{be able to} provide customers with the name of the specific OIT project officer assigned to manage the OIT efforts supporting the requirement. C/RPS, [redacted]

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o The merger of the three OIT information security-related components into a single division, Technical Security Division, ~~within Management Services Group.~~ The basic operational responsibilities of computer security (COMPUSEC), communications security (COMSEC), and the policy development responsibility now all report to a single manager, C/TSD/MSG, [redacted]. This should significantly improve coordination in the information security arena.

25X1

o The establishment of single points-of-contact at the deputy group chief level for all routine New Headquarters Building (NHB) voice/data activities (DC/COG/OIT; [redacted] Original Headquarters Building activities (DC/TS/NSG/OIT; [redacted]; and Reston activities (DC/ESG/OIT; [redacted]). This is designed to ensure that moves and relocations in the respective facilities receive the appropriate priority and coordinated OIT effort.

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25X11

o The computer maintenance organization (~~C/Maintenance Management Division, NSG/OIT, [redacted]~~) has implemented a system in which resolution of trouble calls will be the responsibility of the individual or area in the division which gets the call, regardless of the involvement of other components. In addition, a procedure has been established whereby the longer a trouble call remains unresolved, the higher the management level to which reporting on the problem is done.

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o OIT has identified points-of-contact within DA offices having automation projects of interest to other Agency offices. These points-of-contact will be a place to start for queries about a particular project being supported by OIT personnel but under the auspices of other DA offices. Address inquiries to C/Corporate Systems Development Division, DSG/OIT [redacted]

25X1

o OIT has a 1 January target date for a complete revision and simplification of [redacted] ADP Management. This revision will emphasize a single point-of-contact for Agency-wide coordination on ADP procurement requests. ~~(C/MSD/MSG/OIT,~~ [redacted]

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o In May 1988, OIT published an Organizational Directory and Services Guide which provides a description of office mission and functions by component and two telephone listing documents: one for OIT components; the other for points-of-contact by service offering. Because of the dynamic nature of this type of information, the guide is currently under revision with a new publication date of mid-December. (The guide is available from the OIT Technical Library, [redacted])

25X1

OIT is making a significant effort to better focus responsibility, provide adequate authorities to deliver the services, and publicize these focal point officers and components. This is, of course, a continuing process that will see additional emphasis in FY 89 as new services are initiated and new organizational and management approaches to the delivery of traditional services are developed and ~~tried~~.

Tested.

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Transactional Cost Task Force

OIT Issue: Continue automation efforts (BARS, STARS, ELECTAS, Travel Automation, Commercial Logistics Application System, etc.)

~~Attached is a status report~~ ^{Progress continues} on the major systems that are being developed as part of the OIT Corporate Data Program. ^{Project managers have been identified for each system. They work closely with the customer office to ensure development efforts are kept on track.}

These systems are:

- ↓
- Budget and Accounting Resources System (BARS); customer: OF.
- Commercial Logistics Application System (CLAS); customer: ob.
- Corporate Data Personnel System (CDPerS); customer: OP.
- Federal Automated Requisitioning System (FARS); customer: DL.
- Federal Employee Retirement System (FERS); customer: OP.
- General On-line Service History (GOSH); customer: OP.
- Integrated Applicant Processing System (IAPS); customer: DA.
- Insurance, Claims, Accounting, Reporting and Enrollments System (ICARE); customer: OP.
- Locator Information for Employees (LIFE); customer: OP.
- Medical Information Diagnosis and Artificial Intelligence System (MIDAS); customer: OMS.
- Payroll Automated Inquiry Database System (PAIDS); customer: OP.
- Training and Education Automated Management System (TEAMS); customer: OTE.

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