

DDA 88-1589
5 August 1988



MEMORANDUM FOR: Executive Director
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Inspector General
General Counsel
Comptroller

FROM: R. M. Huffstutler
Deputy Director for Administration

SUBJECT: Reducing Transactional Costs

REFERENCE: Reducing Transactional Costs dtd 9 March 1988, DDA 88-0536

1. Several months ago I sought your input as I began to review the internal policies and procedures used in the Directorate of Administration (DA) in accomplishing its activities. You identified activities and areas in the DA which you believe require excessive time, paperwork, or coordination as well as authorities resident in this directorate which, if delegated, would facilitate our delivery of goods and services. As the recipients of our services, your input was most valuable to me as I undertook the review and assessment of our activities and the associated procedures, policies, and authorities.

2. To address the issues that you raised, I convened a task force comprised of a representative from each of the eight offices in the DA and chaired by a member of my immediate staff. This task force has been meeting over the past two months and has grouped and assigned each issue to the appropriate office for study and action. This task force will continue to meet over the next nine months to address and respond to each issue that you raised. In an effort to keep you apprised of our progress, I will forward reports to you approximately every three to four months which provide a status/action plan for each issue addressed during that time frame. Attached is our first report; it addresses seventeen separate issues. Subsequent reports will address a comparable number of issues. You will note that after studying some of the issues, no change in existing procedures is recommended. In such cases, I have made an effort to explain the rationale for the procedures and the decision to retain them.



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SUBJECT: Reducing Transactional Costs

3. If you have any questions about this report, please don't hesitate to call Hank, my Executive Assistant, [redacted] or me. Thanks again for your input.

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[redacted]

R. M. Huffstutler

Attachment

ORIG: EXA/DDA [redacted]

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Distribution:

- Orig - Addressee
- 1 - DDA Subject w/att
- 1 - DDA Chrono w/o att
- 1 - EXA/DDA Chrono w/att

REDUCING TRANSACTIONAL COSTS WITHIN THE DA

<u>OFFICE</u>	<u>ISSUE</u>	<u>REQ COORD</u>	<u>TIME FRAME FOR COMPLETION</u>				
		<u>WITH</u>	<u>MAY - JULY</u>	<u>AUG - OCT</u>	<u>NOV - JAN</u>	<u>FEB - APR</u>	
<u>COMMUNICATIONS</u>	- Delegate authority under [] [] to Director of Communications from DDA.	DDA		X			STAT STAT

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			<u>MAY - JULY</u>	<u>AUG - OCT</u>	<u>NOV - JAN</u>	<u>FEB - APR</u>
<u>FINANCE</u> <u>Payments</u>	- Authorize custodians of <u>imprest funds</u> to pay routine claims, and have approving officers approve when custodian accounting is approved.			X		

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<u>FINANCE</u>						
<u>Travel</u>	- Delegate to chiefs of administrative or support groups approval authority to exceed per diem.	SSA		X		
	- Revise travel regulations to authorize office directors to approve "actual travel subsistence" when accommodations are more costly than the existing per diem.	SSA		X		
	- Eliminate the approving officer's signature for standard travel orders where exceptions are not requested; allow the requesting officer to authorize the travel.			X		
	- Reexamine the need for two original authorizing signatures on Form 540B, Domestic Travel Request, one on the original and one on copy #4.			X		
	- Reduce time consuming nature of travel accounting by making repeat trips into "canned accountings" or return to a flat per diem system.			X		
<u>Other</u>						
	- Delegate to individual offices authority to write-off instances of personal indebtedness to the Government not to exceed \$100.00.			X		

OFFICE	ISSUE	REQ COORD WITH	TIME FRAME FOR COMPLETION			
			MAY - JULY	AUG - OCT	NOV - JAN	FEB - APR
<u>INFORMATION TECHNOLOGY</u>						
	- 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. Suggestion: Automate telephone work orders. Contract work differently.			X		
	- Reduce the number of coordination points within OIT for a standard and nonstandard ADP procurement. Suggestion: Vest responsibility in one OIT element (as opposed to six).			X		
	- Automate or modify forms for use on word processors. Explore on-line coordination.					X

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			<u>MAY - JULY</u>	<u>AUG - OCT</u>	<u>NOV - JAN</u>	<u>FEB - APR</u>
<u>PERSONNEL</u> <u>Leave</u>	- Delegate authority to approve 240 hours advanced sick leave to the office director in coordination with Office of Medical Services.	OMS		X		
	- Delegate authority to approve LWOP extensions beyond twelve months to the office director.			X		
	- Shorten the time required to establish LCD and SCD dates following LWOP.		X			
	- Delegate authority to approve restoration of annual leave to the office level.			X		
	- Delegate authority to approve deferral of home leave up to 12 months to operating officials.			X		

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ADMINISTRATIVE - INTERNAL USE ONLY

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<u>PERSONNEL</u> <u>Awards</u>	- Allow approval of the award request (Form 3960) to authorize payment action and curtail the requirement to complete an additional Form 1750A for payroll purposes.	OF	X			
	- Delegate authority to approve QSI's from the Deputy Directors to office directors.		X			
	- Increase from \$1,000 to \$2,000 the limit on approval of awards by component heads.		X			

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<u>PERSONNEL</u> Other	- Allow the PHS packet completed by the applicant to the CT Program to serve as the paperwork for direct hire.		X			
	- Put and maintain Locator Card information on-line. In process			X		
	- Automate forms and allow for on-line coordination.			X		
	- Improve the PAR call-up for employees who have completed three years of Agency employment but have not had their trial period certification completed.			X		
	- Review the space limitation for vacancy notices to enable them to be less cryptic.			X		
	- Delegate from D/Pers to individual offices authority to approve Separate Maintenance Allowance.	OF		X		
	- Eliminate requirement for signature to report T&A.			X		
	Suggestion: Have this done electronically via terminal and only require reporting of deviations from the standard 80 hours/pay period.					
	- Reduce the lengthy waiting time usually required for employees to see travel officers, despite having an appointment.		X			

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<u>PERSONNEL</u> <u>Other</u>	- Reexamine procedures for TDY travel with an alias passport. Suggestion: Follow the practice of regional bases where procedures include cables to the Station, travel orders at the regional base, and ticket purchasing.			X		
	- Decrease the time delay in making payments to <u>independent contractors</u> . Suggestion: Decentralize payment responsibility for contractors.			X		

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<u>LOGISTICS</u>	- Suggest that Director of Logistics consult with appropriate component for input before making space recommendations to the DDA.		X			
	- Improve delivery of immediate priority mail to customers.	OIT		X		
	- Automate forms required to initiate various actions (procurement; repair, etc.) and allow for on-line coordination.			X		
<u>Procurement</u>	- Expand the use of Form 2420 to include procurement of goods.			X		
	- Increase amount of Office imprest funds and Office authority to make local procurements to at least double the present level.		X			
	- Review and streamline the procedures required to obtain approval to purchase and ship firearms/ammunition overseas; reduce the current number of signatures (approximately 13) and amount of coordination; and reduce the processing time.	OS DO		X		

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<u>LOGISTICS</u>	- Eliminate requirements for PRA/MPA.			X		
	Suggestion: Allow OIT to maintain a flexible PC inventory for the Agency, provide equipment out of stock against receipt of customer funds, and use the funds to purchase appropriate replenishment equipment.					
	- Raise the dollar threshold required for Contract Review Board action.					X
	<u>Traffic and Parking</u>					
	- Identify reserved spaces in front or make special passes available for short-term parking in front of the building. Return to the system of several years ago when VIP parking permits could be transferred within offices.			X		
	- Display larger, more visible and more definitive signs at Route 123 to direct visitors.	OS		X		
	- Improve the flow and distribution of traffic at the GW Parkway entrance; e.g., traffic seems to be delayed by signs which tend to force all traffic towards one lane.	OS		X		
	- Provide direct shuttle service to Department of State.			X		
	- Provide shuttle service to and from central commuting areas to alleviate future parking crunch.				X	

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<u>LOGISTICS</u> <u>Other</u>	- Contract out more of the unclassified printing jobs to enable P&PD to concentrate efforts on the heavy load of classified printing.		X			
	- Institute procedures for notifying originating offices (of Form 88s) expeditiously when items will not be received by required delivery dates.			X		
	- Improve delivery of items to destination; e.g. lost and misplaced items, infrequent delivery runs.			X		
	- Ensure trash chutes are open more often to prevent the accumulation of classified trash bags in office areas.	OS	X			
	- Improve the servicing of copiers and the lengthy process required to get a replacement one.		X			
	- Schedule biweekly meetings of the Headquarters Claims Review Board to speed up the processing and adjudication of claims.		X			

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<u>LOGISTICS</u> <u>Other</u>	- Reduce the burdensome procedures and approval time required by the Fine Arts Commission's regulations. Allow office directors and other managers to decide on wall decorations and displays.			X		
	- Authorize office directors to approve up to \$1,000 in claims.			X		
	- Increase the contracting delegation of authority to offices from \$3,500 to \$6,000.			X		
	- Increase from \$1,000 to \$3,000 the office limit per line item not requiring Procurement Division approval.			X		
	- Ensure supply rooms in outbuildings are kept adequately stocked.			X		
	- Improve the quality of janitorial services in Ames Building.			X		

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<u>SECURITY</u>	- Investigate replacing the mechanical arm on the badge machines with a light beam or other technology to improve the flow of personnel through the machines.			X		
	- Improve the speed at which security approvals are provided for Independent Contractors.	OP		X		
	- Reduce the backlog in the 4C system to ensure expeditious passing of clearances.			X		
	- Establish workable emanation standards for the acquisition and deployment of workstation equipment which will lead to a simpler and more expeditious procurement and installation process.			X		
	- For reporting personal foreign travel via terminal on VM, redesign the system to allow for coordination on-line as opposed to coordination of hard copy.			X		

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<u>TRAINING</u>	- Improve turn around time for informing students of course confirmation--reduce to 1-2 days.			X		
	- Grant external training approval authority to the individual offices, and terminate the requirement for an OTE approval number.			X		
	- Provide on-line forms in the AIM system for external training and conferences.	OIT		X		
	- Delegate from D/OTE to individual offices authority to waive reimbursement for incompleted external training courses due to emergency operational requirements.			X		
<u>General</u>	- Improve communication up and down.					
	- Foster cooperation among DA offices.					
	- Improve the overall timeliness of key services provided by the DA. There is the perception that there is a cutback in services; i.e., delivery of newspapers, purchasing and arranging delivery of office supplies, etc.					
	- Streamline the handling of service requests to DA components by expanding the automation of request forms.					
	- Delegate from the SSA/DDA to individual offices Short-of-Tour decisions.					

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	<u>General</u>	<u>WITH</u>				
	- Delegate approval authority from SSA/DDA to office heads for straightforward cases involving:			X		
	a. Extension to normal time allotted for storage of HHE.					
	b. Extension to normal 60-day time period for TLA.					
	c. Per diem for dependents beyond the normal five days authorized.					
	d. Storage of POV at Government expense in emergency situations.					
	e. Travel via non-U.S. carrier and First-Class travel upgrade.	Travel Policy				
All DA Offices	- Develop a quick reference directory for Agency usage which identifies key services with their points of contact.					X

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<u>DCI</u>	- Reduce the amount of formality required (memorandum and approvals) to pay minimal expenses for activities such as conferences and symposiums. Suggestion: Have a limited dollar amount delegated by the Executive Director to cover representational expenses or authorize an office to provide refreshments to visiting dignitaries [redacted]			X			STAT
	- Increase the amount authorized under [redacted] for official reception and representation expenses from \$100 to \$200.			X			STAT

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<u>DA/PROTOCOL</u>	- For employees with only Agency experience, coordinate the arrival (and presentation) of the length of service certificates and pins.			X		

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ADMINISTRATIVE-INTERNAL USE ONLY

ISSUE:

Review the organizational placement (OIT) and staffing (OC) of the Communications Branch of NPIC. (Has led to confusion over Branch responsibility and poor management, staffing, and performance.)

ACTION/STATUS:

This issue was the subject of a recent Inspector General (IG) report. OIT's response, which cited several changes other than organizational placement, received the concurrence of D/NPIC, D/OC, DDS&T and DDA. The attached memorandum outlines the actions taken and agreements made regarding this issue. The MOU referred to in paragraph 3 of the attached memorandum to the IG is scheduled for completion in mid-September 1988.

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OIT/TRIS

OIT-10207-88 LOGGED

4 MAR 1988



MEMORANDUM FOR: Inspector General

FROM: Edward J. Maloney
Director, of Information Technology

SUBJECT: Organizational Placement of the NPIC Communications Center



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Reference: Inspector General Report, Recommendation # 4, dtd April 1987.

1. The information contained herein is in response to the referenced Inspector General (IG) recommendation that the Director of Information Technology (D/OIT), in concert with the Director of Communications (D/OC) and Director National Photographic Interpretation Center (D/NPIC), undertake a study to determine the appropriate organizational placement of the NPIC Communications Center. Additionally, prior to determining the proper organizational placement, the DDA's suggestion to undertake a review of the problem was addressed as well. To satisfy the IG recommendation and the DDA directive, a fact-finding team consisting of members from the three Offices held a series of discussions with managers and staff of the NPIC Communications Center; other talks were held with individual Office components. In addition to concerns as they were during the inspection and as they currently exist, discussions covered operational issues, personnel, administrative and training issues.

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2. The members of the team agree that conditions and problems reflected in the IG report were accurate at the time of the audit. A conclusion could be drawn that a structured change might have improved the situation, however, the team believes that most of the problems identified were personnel oriented or related to the lack of oversight attention and not the result of organizational placement. Since the completion of the audit, and before this memorandum was written, actions have been taken in an attempt to alleviate the problems. Specifically:

a. The Office of Communications (OC) has assigned a strong Chief and Deputy Chief to the Center.

b. An Operations Officer position has been established and staffed to attend to the day-to-day needs of the communicators and technicians, i.e., managing training profiles, first-line career counseling, providing general operations guidance for this very unique and complex Communications Center, etc.



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SUBJECT: Organizational Placement of the NPIC Communications Center

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c. Individual training plans have been developed for each person addressing that person's specific needs.

d. All employees are encouraged to participate in OIT's TDY program which enables them to get training which will lead to certification in skill areas not available at NPIC.

e. Seven positions, including those of the Chief and Deputy Chief, have been upgraded.

f. OC has made a commitment to change the perception that NPIC Communications Center is a "dumping ground" by staffing it with skilled watch officers and communicators for a standard tour length, i.e., minimum of three years, with the possibility of a fourth, if the employee so desires. The current study team did, in fact, verify that OC has made significant strides with regard to stabilizing the tour length.

g. OIT has renewed its commitment to provide close and continuous oversight to the communications functions of the NPIC Communications Center. Streamlining information flow and more frequent interaction between the NPIC Communications Center, OIT, and OC will be the prime focus of attention.

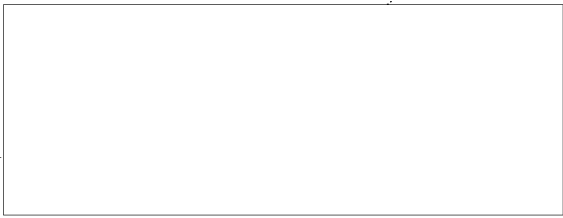
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3. As indicated in paragraph 2, events appear to have overtaken the initial IG audit in that the more serious concerns have been addressed, and in some cases, rectified. Furthermore, discussions between the study team and the NPIC Communications Center Staff strongly indicate that issues such as training, poor morale, employee recognition, and closer interaction between upper management, front line supervisors and the communications officers are actively being addressed. Additionally, it has been determined and agreed upon by the respective offices, that a Memorandum of Understanding (MOU) is in order which clearly defines the role of the three offices in terms of their commitment, and support to the Communications Center. Specifically, the MOU will address items such as funding, staffing, training, and administrative support, along with identifying responsibility for each office.

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4. Finally, the fact-finding team concluded that, based on the results gathered, no purpose would be served by changing organizational placement of the Communications Center at this point. However, it was the consensus of the team that all suggested actions defined above and to be defined in the MOU, be implemented and/or closely adhered to in order that the situation at the Communications Center does not revert to that which existed during the referenced IG audit.

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ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Contract out more of the unclassified printing jobs to enable P&PG to concentrate efforts on the heavy load of classified printing.

ACTION/STATUS:

The Office of Logistics, Printing and Photography Group (OL/P&PG) has a program for contracting unclassified printing jobs when performance of this work impacts negatively on meeting schedules for classified printing requirements. During the past year, three unclassified jobs were contracted out for the Directorate of Intelligence and two for the Directorate of Administration. The customer provided funding for these jobs in four out of five instances.

A major obstacle to increasing the number of unclassified jobs being contracted out is that neither P&PG nor the customer has budgeted funds for outside printing requirements. P&PG is exploring the idea of a shared cost arrangement when performance of printing and bindery work by an outside contractor would result in overall efficiencies to the U.S. Government. In the meantime, P&PG will continue to contract out unclassified printing requirements on a case-by-case basis when funding is available through the requesting components and time constraints dictate.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Improve the servicing of copiers and the lengthy process to get a replacement one.

ACTION/STATUS:

The Office of Logistics, Printing and Photography Group, Copier Management Program (OL/P&PG/CMP) has made progress this calendar year in improving copier service by reducing the number of vendors providing copier service to the Agency, and improving the relationships with vendors' service departments. The net result is that overall service response time has decreased. CMP has also provided lockers to four of the major copier vendors for storage of copier repair parts in the Headquarters Building. This storage area reduces or eliminates the lead time needed for the copier service technician to order parts by allowing the technician to have an inventory of parts immediately available at all times.

CMP has addressed the lengthy process required to replace Agency copiers by implementing, approximately six weeks ago, a five year program to replace copiers five years old or older. This program eliminates the need for any of the usual paper work to be submitted by the end users for copiers that have reached five years of age. CMP has also received funds to resolve a serious program budgetary shortfall which caused delays in requests for replacement copiers. The additional funding will make it possible to fill all outstanding copier requests and estimated future requests without delay.

ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Suggest that Director of Logistics consult with appropriate component for input before making space recommendations to the DDA.

ACTION/STATUS:

The Agency's space management was reviewed by a congressional committee within the past year and several weaknesses in the overall administration of space were surfaced. Their report cited the lack of a single, final authority on space matters. The report also indicated that too many Agency officials were involved in decisions on space allocations, and this hindered the Agency's ability to achieve an efficient space management program. In order to streamline the space management process, the Director of Logistics (D/L) has been identified [redacted] as the sole Agency official responsible for space management. The notice also specifies that the D/L shall have an advisory board consisting of representatives from each Directorate to assist, as he requires, in the acquisition/allocation of space. As an integral part of the process, the D/L is responsible for ensuring that all of the Agency's space holdings are effectively utilized.

The Office of Logistics recognizes the fact that the input of components in regard to the planning of allocations is essential for the equitable distribution of space. In this light, components can be assured that discussions will be held with their representatives during the space planning process. It is also worth mentioning that the planning of adequate work space for Agency employees is the most important issue confronting OL. A forecast of space requirements extending through the year 2,000 recently has been developed and is being reviewed by senior Agency officials. This long-range forecast will be shared and discussed with representatives of each Directorate.

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ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Identify reserved spaces in front or make special passes available for short-term parking in front of the building. Return to the system of several years ago when VIP parking permits could be transferred within offices.

ACTION/STATUS:

It should be remembered that the system in effect several years ago was changed because permits for VIP parking were being loaned to unauthorized persons. The result was that VIP parking was overextended and rarely was available to senior officials who needed short-term parking. The expectation of a parking spot being available to attend important, official functions only to find a full lot led to frustration and daily complaints about that system. The present, tightly controlled system has eliminated the problems of the past. Senior officials can now rely on spaces being available when they are needed, and VIP parking is working very well. The suggester is reminded that the VIP lot was established for its present use; the unloading of heavy boxes, equipment, etc., should not be done through the main lobby. Loading docks serve this purpose. For dropping off correspondence and other such light material, the quadrangle is available to Agency employees for 15 minute parking.

The proposal will not be given further consideration.

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ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Display larger, more visible and more definitive signs at Route 123 to direct visitors.

ACTION/STATUS:

There is some question about the wisdom of having CIA identifiers on Route 123 and the GW Parkway. The Deputy Director for Administration and other senior Agency officials have reviewed this issue and decided that, for the interim, no additional signs will be displayed at the Route 123 entrance.

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ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Improve the flow and distribution of traffic at the GW Parkway entrance; e.g., traffic seems to be delayed by signs which tend to force all traffic towards one lane.

ACTION/STATUS:

Modifications, such as lane markings for both entry lanes, yield signs, and visitor pull-off lanes, are now clearly marked. It appears there was a past situation in which the traffic from GW east had a right of way and the heavier traffic from GW west encountered a yield sign. This resulted in backups and congestion. The situation has been reversed and traffic is now flowing smoothly. The GW gate will continue to be monitored to eliminate bottlenecks and any cross-lane confusion.

While both entry lanes feed onto the compound, it is not feasible to restrict drivers to their respective lanes. The road is shared with Federal Highway Administration, and these employees need to cross lanes. Also, entry lane restriction is not feasible after entering the compound because of the short distance traveled before the first left turn is encountered.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Provide direct shuttle service to Department of State.

ACTION/STATUS:

The establishment of direct shuttle service to the Department of State is not recommended at this time for the following reasons:

- (1) Ridership counts show that only 19 percent of the passengers on the Rosslyn - State run actually get off at State Department.
- (2) The amount of travel time that would be saved by going directly to State and not through Rosslyn is only 15 minutes or less.
- (3) OL would still have to send a separate run to that area to cover South Building and EOB.
- (4) Employees attending courses at FSI use our shuttle service to travel between State and FSI in order to accomplish processing for overseas assignments. State's shuttle service only runs from 0715-0858 and 1645-1743 daily; ours runs from 0825-1733 daily, every hour.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Ensure trash chutes are open more often to prevent the accumulation of classified trash bags in office areas.

ACTION/STATUS:

Trash chutes will be open more often than in the past. Regrettably, when there is an equipment failure, the trash rapidly collects in the chute requiring that the chute be locked floor by floor as it fills. OL is coordinating with the Office of Security when there is a problem to ensure that the Security Duty Office (SDO) can provide the proper information to customers when they call with questions on how to dispose of their daily trash. This seems to be working out very well. A concerted effort has also been started to go beyond these actions -- trash may be taken directly to the destruction rooms in the case of extreme situations. As a part of a new program to keep customers informed, new signs were posted to let them know when there is an equipment failure and where to locate open chutes. Every attempt is being made to inform personnel when there are problems and alternatives are provided to them via the video staged throughout the building, Headquarters Logistics notes, and telephonic contacts with the SDO and Logistics Officers.

OL employees have also been briefed regarding customer service. Innovative suggestions are welcome -- one recent suggestion was to provide vaulted areas within the building as reserve disposal sites. This is being evaluated at the current time. The evaluation will be completed, with a recommendation, by the beginning of August 1988.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Schedule biweekly meetings of the HCRB to speed up the processing and adjudication of claims.

ACTION/STATUS:

This suggested method of processing claims was used in the past, but it proved to be very cumbersome and actually a stumbling block causing delays in adjudication. Eventually a quicker, more efficient method evolved, enabling claims to be processed in a minimum amount of time. Currently, claims over \$300 but not more than \$2,000 are settled by the Chairperson, HCRB, with advice and counsel of the legal adviser; claims over \$2,000 but not more than \$10,000 are settled by the Chairperson, with advice and counsel of the legal adviser and consent of the DA Board member and the member for the Directorate to which the claimant is assigned; claims in excess of \$10,000 are reviewed and a position taken by all Board members which must be approved by the DDA. This method has proven to be quite efficient and effective.

In view of the high rate of concurrences of the claims adjudications and supporting rationale by the Board members in the present on-going process, OL is currently in the process of raising the above dollar value of all approving authorities to further reduce the claims processing time. These increases will be reflected in the revision of [] scheduled for completion by September 1988. It is anticipated that the revised regulation will stipulate that the authority of the Chairperson will be raised to \$5,000; claims in the range of \$5,001 to \$15,000 will be acted upon by the Chairperson and two board members; and claims in the \$15,001 to the \$25,000 limit will be acted upon by the full board but will not involve DDA approval. The DDA will be involved only in appeals.

The improvements in the system, as cited above, should prove efficient and effective. Beyond this, OL has established a goal whereby all claims will be processed within four weeks after complete information is received.

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ADMINISTRATIVE - INTERNAL USE ONLY

ISSUE:

Increase amount of Office imprest funds and Office authority to make local procurements to at least double the present level.

ACTION/STATUS:

There is a great deal of merit in considering an increase in office authority to conduct local procurements. However, such authority does not necessarily have to be tied to the imprest fund. Procurements can and are accomplished through disbursing facilities as well. The amount of any increase should be directly related to the amount of activity within specific components. If authority increases at the office level, however, a procedure should be established whereby an appropriate contracting component would review/audit the procurement activity of the office. Any delegation of procurement authority exceeding \$2500 would require such scrutiny. Current controls/procedures should continue to be acceptable for \$2500 or less.

OL will, in conjunction with the Office of Finance, conduct a review of the recent procurement activity at the office level and identify specific offices where increases in their procurement authority appear warranted. Along with these recommendations, appropriate procurement units to oversee the office's acquisition activity will be identified also. This review process should be completed within 90 days and the implementation of changes could begin immediately thereafter on a case-by-case basis. A follow-on status report will be provided.

ADMINISTRATIVE - INTERNAL USE ONLY

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ISSUE:

Allow approval of the award request (Form 3960) to authorize payment action and curtail the requirement to complete an additional form (1750A) for payroll purposes.

ACTION/STATUS:

The critical form in our awards process is Form 1750A, Request for Payment. Its use is three-fold:

- a. official financial authorization for funds to be disbursed;
- b. data entry form to update the official awards data base; and,
- c. official document to update the employee's Personnel File.

The Form 3960 is only required for awards over \$5,000, but may be used for any amount. With the recent change in the awards program, this form has been redesigned to expand the instructions and change the type of award selection to either a Quality Step Increase or Special Achievement Award.

Effective 1 October 1988, at the request of the Deputy Directors, a new method of cash payment will be instituted for the cash awards program. As a result, the Form 1750A will be revised to incorporate a "chit" which will serve as an official cash voucher, thus allowing the employee to obtain the award monies from any disbursing location. This will eliminate the need to wait for a check to be issued and streamline the process so that Budget and Finance Offices can discard additional forms required for a cash transaction.

In response to the new awards procedures, there will be a coordinated effort between the Offices of Finance and Personnel to design the new Form 1750A to meet the needs of the awards program, office reporting requirements and suggested changes of the Deputy Directors. With the substitution of Form 1750A for Form 3960, the suggestion appears to be feasible. This would allow approving officials to require only the Form 1750A with the award recommendation narrative attached, a much simpler process.

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ISSUE:

Increase from \$1,000 to \$2,000
the limit on approval of awards
by component heads.

ACTION/STATUS:

On 5 April 1988 the DDCI disapproved this proposal.

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ISSUE:

Delegate authority to approve
QSI's from the Deputy Directors
to the Office Directors.

ACTION/STATUS:

On 5 April 1988 the DDCI approved the delegation of authority to
QSI's from the Deputy Directors to the Office Directors.

A [redacted] was published on 9 June 1988
advising Agency employees of this policy change which became
effective on 2 May 1988 (attached).

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ISSUE:

Shorten the time required to establish LCD and SCD dates following LWOP.

ACTION/STATUS:

Following is a description of the process by which Service Computation (SCD) and Longevity Computation (LCD) dates are established upon an employee's return from LWOP:

- a. The Component Personnel Officer submits the Personnel Action Request to OP/Transactions and Records Branch (TRB) to return the employee to a duty status.
- b. TRB obtains the necessary security clearances and reviews the Service Record Card data to ensure there has not been over six months of LWOP in the calendar year and if so, adjusts the SCD/LCD as necessary;
- c. TRB processes the Personnel Action which returns the employee to a duty status. This pay action is time sensitive, requiring no more than two weeks to process.

TRB is currently working on two special projects involving SCD/LCD calculations, one of which may be the area of concern. The first project is to determine SCD/LCD dates for all those employees who do not have an SCD/LCD date established because they have prior federal service which requires verification. This project is half complete. The second project addresses a problem with CO-OP employees under Student Programs. These employees are processed in and out of a LWOP status continually while in the program; however, the SCD/LCD have not been recalculated since EOD. This results in some students being placed into a six hour leave accrual mode, thus requiring adjustments to pay or leave each time they return from LWOP. To correct this problem, it has been decided that students will be provided with an "010101" SCD/LCD until they convert to Staff Employee Status. This will allow them to automatically earn only four hours of leave until a new SCD/LCD date can be established and eliminate the overpayment problem.

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ISSUE:

Reduce the lengthy waiting time usually required for employees to see travel officers, despite having an appointment.

ACTION/STATUS:

Reducing the waiting time for employees processing for an overseas trip has been a continual concern of Central Travel Services (CTS). The current procedures allow for an appointment system for the initial processing and for final checkout; however, the ability to accommodate the priority traveler must still be met. Since the walk-ins (priority traveler) must leave on short notice and have no appointment, the appointments of those non-priority travelers do slip, thus causing delays. To that end CTS has initiated a system whereby the travel technicians who handle reservations are assigned walk-ins on a rotating basis in an effort not to interfere with a scheduled appointment. This helps but does not completely alleviate the problem. Since CTS is sensitive to the reduction of the waiting time, travelers who have waited beyond their appointment time are provided reasons for the delay or the receptionist will advise a senior travel technician to take some action to move the process along. To alleviate the time delay for those individuals checking out, additional personnel with dispersing authority have been added to bolster the finance staff when walk-ins begin to cause a back-up in the process.

In the continual effort to upgrade its services, CTS is exploring several new features to assist the Agency traveler. These include a fully automated travel order process and travel accounting system; an ability to automatically calculate per diem for domestic and foreign travel reimbursement totals via terminals; and a new system which will allow for the issuance of boarding passes and seat assignments.

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ISSUE:

Allow the PHS packet completed by the applicant to the CT program to serve as the paperwork for direct hire.

ACTION/STATUS:

At one point, it was determined that all applicants not qualifying for the CT program must re-apply to the Agency; however, this process was never fully implemented.

The current procedure for file review for applicants recommended for the CT Program and direct hire is as follows:

The CT Representative who handles the directorate recommended by the recruiter reviews the file first. If, after review, the CT representative believes another directorate appears more appropriate for the CT candidate, the file is shared with the other directorate representatives.

If the applicant is found not suitable for further CT consideration, the directorate representative recommends other appropriate offices that may have interest based on the recruiter's suggestion and his/her own knowledge of the Agency's needs. The Chief of Applicant Processing reviews these recommendations and sends duplicate files to the components. An effort is made to remove any CT rejection information from the file to allow for an unbiased review by the component. This procedure has been in place for several months.

There is still a requirement to ask for an updated PHS when the application information is outdated by more than six months.

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