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15 July

### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DDA Transactional Cost Reduction Report

FROM:

Edward J. Maloney  
Director of Information Technology

EXTENSION

NO.

OIT-0743/88

DATE

18 July 1988



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. EXA/DDA  
7D18 Hqs

18 JUL 1988

2.

3. DDA  
7D18 Hqs

28 JUL 1988

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DDA REGISTRY  
FILE: 30-12

FORM 1-79 610 USE PREVIOUS EDITIONS

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OIT-0743/88

15 JUL 1988

MEMORANDUM FOR: Deputy Director for Administration

VIA:



Executive Assistant to the DDA

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FROM:

Edward J. Maloney  
Director of Information Technology

SUBJECT:

DDA Transactional Cost Reduction Report

Attached is OIT's report on the only transactional cost reduction issue scheduled for completion in the May-July period. This item, suggesting a review of the organizational placement of the NPIC communications center, was the subject of a recent IG inspection report and was resolved to the satisfaction of the senior Agency managers involved. The response to the IG report is attached. The memorandum of understanding discussed in paragraph three of the IG response is under development. A status report will be issued in September 1988.



Edward J. Maloney

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Attachment



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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 IG report. OIT's response, which cited several changes other than organizational placement, received concurrence of D/NPIC, D/OC, DDS&T and DDA. A memorandum of understanding ~~was set out~~ in this response is scheduled for completion in mid-September 1988.

*referred to in paragraph 3 of attached document*

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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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~~CONFIDENTIAL~~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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