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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,

25X1

Attachment:
   As Stated

25X1

DOWNGRADE TO UNCLASSIFIED WHEN
SEPARATED FROM ATTACHMENT

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SUBJECT: Transactional Cost Task Force Report

25X1   DC/MSG/OIT [   ]   (12 Oct 88)

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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 ADP 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	

4

OFFICE	ISSUE	REQ COORD WITH	TIME FRAME FOR COMPLETION			
			MAY - JULY	AUG - OCT	NOV - JAN	FEB - APR
INFORMATION TECHNOLOGY						
	- 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.

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 25X1 Engineering 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 25X1 at the Headquarters complex 25X1

Network Services Group, as the new name implies, 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. 25X1 (C/NSG/OIT,

o Also, effective in September, OIT formed the Requirements and Plans Staff (RPS) reporting to the Director of Information Technology. This staff serves as a focal point for the handling of all non-routine service requests. RPS will work with OIT components to ensure timely, coordinated preliminary responses to service requests are developed. In addition, RPS will track service requests through to completion, providing customers status reports on 25X1 a periodic basis. (C/RPS/OIT,

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 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)   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 25X1 activity is Installations Division, Network Services Group

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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.

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 _____ will have been pre-wired. This should greatly expedite relocations and changes to existing data/voice services.

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

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 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; 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

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

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:

25X1   Office of the Director

Administrative Officer, DCI
   Area
7D19 Hqs
25X1   Telephone:

25X1   Directorate of Administration

Executive Assistant to the
   DDA
7D24 Hqs
25X1   Telephone:

25X1   Directorate of Intelligence

Chief, Support Services Center,
   MPSS,DDI
5P0158 Hqs
25X1   Telephone:

25X1   Directorate of Operations

Space Management Officer, DO
7D10 Hqs
25X1   Telephone:

25X1   Directorate of Science and Technology

Chief, Logs, DS&T
6E40 Hq
25X1   Telephone:

or

25X1

Information Systems Officer,
   DS&T
6E45 Hqs
25X1   Telephone:

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

25X1   DCI Area

Administrative Officer, DCI
   Area
7D19 Hqs
25X1   Telephone:

25X1   Directorate of Administration

Plans Officer, DA Management
   Staff
7D18 Hqs
25X1   Telephone:

25X1   Directorate of Intelligence

Deputy Director of Information
   Resources
2E60 Hqs
25X1   Telephone:

25X1   Directorate of Operations

Chief, Customer Service Group,
   Information Management Staff
1D4109 Hqs
25X1   Telephone:

25X1   Directorate of Science & Technology

Information Systems Officer,
   DS&T
6E45 Hqs
25X1   Telephone:

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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.

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

25X1 Customer Service Group [   ] 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

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 provide customers with the name of the specific OIT project officer assigned to manage the OIT efforts

25X1 supporting the requirement. (C/RPS, [   ]

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

25X1 responsibility now all report to a single manager (C/TSD/MSG, [   ] This should significantly improve coordination in the information security arena.

o The establishment of single points-of-contact at the deputy group chief level for all routine New Headquarters Building (NHB) voice/data activities

25X1 (DC/COG/OIT; [   ]; Original Headquarters Building activities

25X1 (DC/TS/NSG/OIT; [   ] and [   ] activities (DC/ESG/OIT; [   ]. This is designed to ensure that moves and relocations in the respective facilities receive the appropriate priority and coordinated OIT effort.

o The computer maintenance organization (C/Maintenance Management

25X1 Division, NSG/OIT, [   ] 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, [   ]

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

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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, [   ]

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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.

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Transactional Cost Task Force

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

Attached is a status report on the major systems that are being developed as part of the OIT Corporate Data Program.
These systems are:

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

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Budget and Accounting Resources System

(BARS)

25X1

PROJECT MANAGER:

OIT/DSG/CSDD

25X1

PHONE:

CUSTOMER: Office of Finance (OF)

DESCRIPTION: Agency Budget Execution (ABE). A development effort to replace the current FRS (execution portion), GAS, and ICS systems with Cullinet's Government Financial System (CGFS). Developers are beginning to test a BETA version of FUNDS 1.3 to compare the functionality of the packages with the financial requirements of the Agency. At IOC, ABE will interface with ABF, CLAS, and other related financial systems in the Agency, interactively and through batch processing.

Agency Budget Formulation (ABF). This segment is supported by OIT (technically), by OF (functionally), and O/COMPT (functionally). It has been in production since 10 June 1987. ABF interfaces with OBF and with the FRS (GIMS) database nightly during the year, with peak use during the three budget windows each year.

Office Budget Formulation (OBF). This segment is supported by the Office of Finance (technically and functionally).

MAIN CAPABILITIES: ABE provides Funds Control, General Ledger and Accounts Payable (ABE), and the Purchasing (CLAS) software packages, using the IDMS/R database system.

ABF is an interactive IDMS/R database that also uses a REXX front-end exec on VM, along with several PL/I programs for batch processing and reporting. It has replaced the Budget Resources System (BRS) and the budget portion of the Financial Resources System (FRS). There are approximately 115 OF budget officers using the ABF system, along with the Office of the Comptroller, OF Database Management Branch (DBMB), and eventually, the ABE segment of BARS/CLAS and the STARS project. .

OBF processes data downloads to component budget offices from the ABF (IDMS/R mainframe database) segment to personal computers, and uploads revisions to ABF during the Agency's three budget exercises (Program, OMB, and Congressional Submission).

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Corporate Data Personnel System

(CDPerS)

25X1
25X1

PROJECT MANAGER:		OIT/DSG/CSDD/CDS
	PHONE:	

CUSTOMER: Office of Information Technology (OIT)

DESCRIPTION: CDPerS is the application for OIT Development Services Group on the Corporate Database that provides personnel data to the IDMS/R integrated applications such as ICARE, TEAMS and FERS. The data is extracted from the GIMS Human Resource System nightly and loaded to IDMS/R. This provides the applications with the most current personnel data possible.

MAIN CAPABILITIES: CDPerS provides the vehicle to begin the integration of administrative applications. Applications such as Personnel Component Access (PCA) and Locator Information For Employees (LIFE) are being developed using the CDPerS data. These are temporary processes to fulfill immediate requirements. CDPerS will ultimately be replaced by the new personnel system.

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Commercial Logistics Application System

(CLAS)

PROJECT MANAGER: [ ] OIT/DSG/CSDD

PHONE: [ ]

CUSTOMER: Office of Logistics (OL)

DESCRIPTION: CLAS has the responsibility of bringing up commercial software that will replace the existing GIMS databases, ICS (Inventory Control System), and CONIF (Contract Information).

MAIN CAPABILITIES: The BOM (Bill of Material) application will be brought up in October 88. The BOM application will be used to add new stock numbers and modify existing stock numbers and it will replace a small function of ICS.

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Federal Automated Requisitioning System

(FARS)

25X1

PROJECT MANAGER:

OIT/DSG

25X1

PHONE:

CUSTOMER: Office of Logistics (OL)

DESCRIPTION: A computer-based system from which OL/IMSS/TG can input and track requisitions and order materiel from the various federal inventory control points (ICPs).
FARS, which has been in existence since 1962, currently resides on a Data General mini-computer and has been on this hardware since 1980. The Office of Logistics, Supply Group, Requirements Division, Interdepartmental Support Branch (OL/SG/RG/IDSB) has tasked the Office Of Logistics, Information Management Support Staff, Technical Group (OL/IMSS/TG) to convert the system to the agency's mainframe utilizing Cullinet Integrated Database Management System/Relational (IDMS/R) software. Conversion is in the final stages with parallel running of the two systems scheduled for the remainder of calendar year 1988.

MAIN CAPABILITIES: FARS interfaces with the Inventory Control System (ICS) and the Automated Data Exchange (DATEX) twice daily. Materiel is ordered and tracked by the system.

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Federal Employee Retirement System

(FERS)

25X1   PROJECT MANAGER: [   ]
        OIT/DSG/CSDD/FERS
25X1   PHONE: [   ]

        CUSTOMER: Office of Personnel (OP)

        DESCRIPTION: Perform all future retirement related functions as were
        previously handled by the Office of Personnel Management
        for all current and future Agency employees.

        MAIN CAPABILITIES: FERS-Retirement. Will provide automation within the
        IDMS/R environment for all aspects of retirement
        processing for all Agency employees. This will include
        processing initial request for retirement benefits to
        issuance of annuity payments and processing of
        survivorships.

        FERS-Thrift. Will provide automation within the CICS/VSAM
        environment through the use of a commercial software
        package for all aspects of Thrift and Loan processing for
        all Agency participants.

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General On-line Service History

(GOSH)

25X1   **PROJECT MANAGER:**   [   ]

                           OIT/OP/DOS

25X1   **PHONE:**   [   ]

        CUSTOMER: Office of Personnel (OP)

    DESCRIPTION: GOSH provides an integrated online data base of employee service history. It will include service data from the Service Record Card, General Archives Project, Automated Retirement and Separation System, and the Federal Employees Retirement System. The data will be maintained in one central data base for access by all appropriate personnel for reporting.
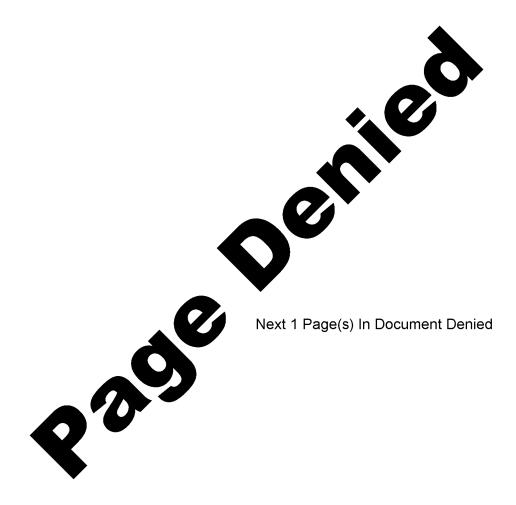
MAIN CAPABILITIES: GOSH will consolidate historical personnel data from the SRC, GAP, ARESS, and FERS project. Data will be stored on-line in the Corporate Data Base where all OP applications will have access.

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Insurance, Claims, Accounting, Reporting and Enrollments System

(ICARE)

PROJECT MANAGER:

OIT/DSG/DSD

PHONE:

CUSTOMER: Office of Personnel (OP)

DESCRIPTION: An automated system for Insurance Operations Division of the Office of Personnel that entails enrollments into insurance plans available through the Agency, adjudication of health insurance claims under the Agency Benefit Plan, and records all accounting activities within the Insurance Operations Division.

MAIN CAPABILITIES: The Enrollments Subsystem is integrated with the CDPERS data base and provides numerous validations to ensure data integrity.

The EXAMINER Subsystem which automates the adjudication of claims has allowed for over 20,000 more claims to be processed with the same manpower in the first nine months of 1988.

The Checkwriter Subsystem automates the production of claim reimbursement checks, allowing the claim checks to be mailed the day after they are processed.

The General Ledger Subsystem has reduced the journal entries from over 400 per day to under 50.

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Locator Information For Employees

(LIFE)

25X1

PROJECT MANAGER:

OIT/DSG/DOS-OP (Systems Group B)

25X1

PHONE:

CUSTOMER: Office of Personnel (OP)

DESCRIPTION: LIFE is the IDMS replacement for the current GIMS-based Central Emergency and Locator System (CEMLOC), which was developed in 1976 as part of the Agency's Human Resource Information (HRS2) database to provide locator information on Agency employees. The development objective of LIFE is to redesign CEMLOC in IDMS as part of the Corporate Database and provide on-line update and retrieval capabilities to all Component Personnel Officers.

The purpose of LIFE is to maintain locator records and to provide accurate information needed to locate, contact, or address personnel at work or at home. Users will also be able to identify and locate the persons to be contacted in the event of an employee's illness, injury, or other emergency.

MAIN CAPABILITIES: This system will provide decentralized access and maintenance of locator information to the various Componenet Personnel Officers throughout the Agency. It will provide information such as office phone numbers for directory assistance, or addresses for the distribution of W-2s, credit union statements, etc.

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Medical Information Diagnosis and Artificial Intelligence System

(MIDAS)

25X1

PROJECT MANAGER:

OIT/DSG/CSDD/PERS

25X1

PHONE:

CUSTOMER: Office of Medical Services (OMS)

DESCRIPTION: An automated system for OMS that allows the input of biographic and medical results and the input, processing, and tracking of 259b (Request for Medical Evaluation) data. This is a multi-phased project. The first-phase, most commonly referred to as MIDAS, had its IOC in November 87. The second phase, SCHEDULER, went into production in September 88.

MAIN CAPABILITIES: MIDAS Phase I is an IDMS-based medical data base. It maintains all pertinent biographic, medical results and status information on Agency employees.

The SCHEDULER is an IDMS-based scheduling system. It allows the input, processing and tracking of 259b data. It also automates the scheduling of employee medical appointments. This system maintains its own data base and updates the MIDAS data base. Once the processing of a 259b has been completed, the data is deleted from the SCHEDULER data base. All data required over the long-term is kept in the MIDAS data base.

The OMSBAR system is a barcoding system that tracks the movement of medical charts. The barcoding is PC-based while the chart location is maintained in IDMS. This project is scheduled to go production in FY89.

The Immunizations system will maintain immunizations records for individuals who travel for the Agency. This system is in the project initiation phase.

The Dependents system will maintain pertinent biographic, medical results, and status information for dependents of Agency employees. This system is in the project initiation phase.

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Payroll Automated Inquiry Database System

(PAIDS)

25X1

PROJECT MANAGER: [   ]   **OIT/OP/DOS PHONE:** [   ]

CUSTOMER: Office of Personnel (OP)

DESCRIPTION: PAIDS is an interim payroll system being developed to provide the bi-week pay technicians the capabilities to perform on-line current and retroactive pay adjustments. It is an interim system because the new bi-week payroll project will contain automatic capabilities that will not require pay technicians to intervene in the process.

MAIN CAPABILITIES: PAIDS will automate 74 of the most common processes performed in Compensation Division. It was begun in January 1986 after requirements for the system were completed. PAIDS was an on-line query system used to replace microfiche copies of employee pay information. It became operational in July 1986.

PAIDS will allow the pay technicians to query the data, calculate the adjustment on-line, and send the adjustment to the bi-week payroll system, bypassing the need to keypunch the adjustment. PAIDS is divided into two phases. Phase I automates 55 processes and Phase II 17 more. Phase I will be in production in September 1988 and Phase II in December 1988.

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Training and Education Automated Management System

(TEAMS)

25X1

PROJECT MANAGER:

OIT/DSG/DSD

25X1

Phone:

CUSTOMER: Office of Training and Education (OTE)

DESCRIPTION: Teams is the automated system for Training Support Division (TSD) of OTE, which allows for the electronic transfer of both internal (Form 73) and external (Form 136) training forms via the AIM system to TSD. Once received by TSD the information will be automatically transferred into an IDMS data base for retreival and processing.

MAIN CAPABILITIES: The IDMS software is integrated with the CDPERS data base. The IDMS functions of TEAMS provides the automatic enrollment of students into courses that are requested. Rosters for specific courses are created as required. After training courses are completed, the students completed course record is moved to the training history file. All Training Officers have access to the the history file to retrieve an individual's training record dating back to 1980.

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Transactional Cost Task Force

<u>OIT ISSUE</u>: Have the Agency phone book put on-line with updating by components as changes occur.

OIT will require to January 1988 to complete an in-depth examination of this item. This very reasonable idea has been proposed many times over the last several years. In the past, resource limitations and security concerns have argued against implementation. With respect to cost-effectiveness, the question has always come down to whether it is worth undertaking the considerable effort required to put the information on-line and maintaining it current, when the information is already available to anyone with access to a telephone by contacting the operator. In short, will an employee log on just to obtain a phone number. If not, this system will serve less than about ▢ individuals (the approximate number of employees on-line at any one time for any reason). This amounts to ▢ of the Headquarters area population. The resulting offset in any savings in telephone operators' time may be expected to be at around the 10% level too.

Due to the above, we believe it will be difficult in the near-term to justify significant hard cost savings. However, since the service would be a convenience to a significant group of employees, we have continued to examine the feasibility of implementation. One approach which seems reasonable involves the use of the future Locator Information For Employees (LIFE) database which will provide locator information including phone numbers (like the current CEMLOC system). As part of the corporate database, LIFE will provide on-line update and retrieval capabilities to all component personnel officers (who will be responsible for keeping the information current.) OIT is evaluating the feasibility of granting selective (overt employees only) access to LIFE on a read-only basis (i.e., no changes permitted) to those employees with access to Agency mainframe computers. Alternatively, the LIFE telephone data on overt employees could be transferred to a database which could be searched, for example, from AIM. In both cases, we will have to work with the Office of Security to resolve any possible outstanding security issues.

We will require additional time to determine the cost to provide this on-line directory service and any possible offset in a reduction of telephone operators' workload, as well as resolve any security issues. The results of this evaluation will be available by January 1989.

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