

OFFICE OF LOGISTICS

REMARKS ON THE STATE OF THE OFFICE - JUNE 1989

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WELCOMING REMARKS

COMMENTS ON THE FILM "THIS IS OL"

INTRODUCTION

AT THE OL CONFERENCE LAST YEAR, WE LOOKED INTO THE FUTURE AND MADE SOME OBSERVATIONS:

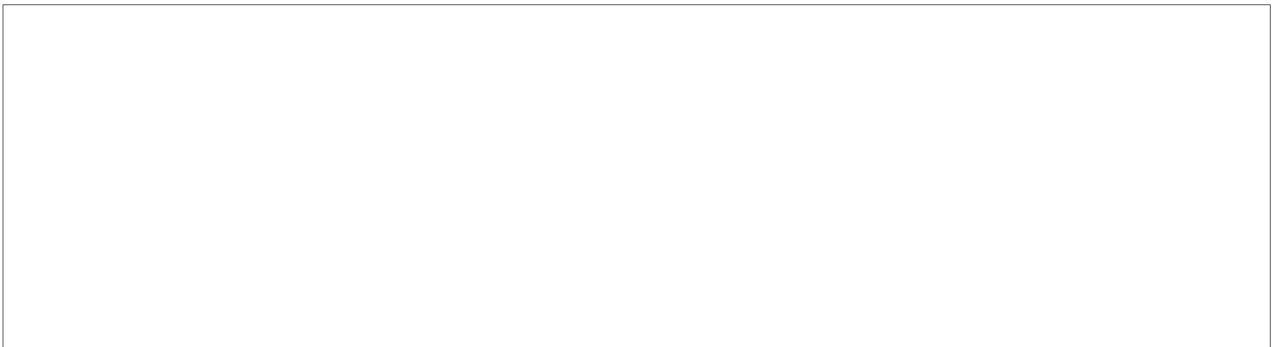
- THE YEAR WOULD BE ONE OF TRANSITION, FROM A HIGH PEAK OF ACTIVITY TO ONE OF CONSOLIDATION, PRIMARILY BECAUSE OF THE DECLINE IN ASSISTANCE.

- THE REORGANIZATION WOULD HAVE A BROAD IMPACT ON THE WAY OL DOES BUSINESS, AFFECTING ALL OF US.

- SPACE MANAGEMENT, ESPECIALLY THE MOVE INTO THE NEW HEADQUARTERS BUILDING AND RENOVATING THE OLD, WOULD CONTINUE TO OCCUPY A LARGE AMOUNT OF OUR THINKING FOR YEARS TO COME.

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- WE WOULD CONTINUE OUR EMPHASIS ON IMPROVING SERVICE TO OUR CUSTOMERS.
- OFFICE-WIDE ADP APPLICATIONS WOULD CONTINUE AS A MAJOR GOAL FOR THE OFFICE.
- AND FINALLY, WHAT EFFECT ALL THIS WOULD HAVE ON OUR RESOURCES, HUMAN AND OTHERWISE.

TODAY, I'D LIKE TO LOOK AT THE PAST YEAR IN LIGHT OF THESE EXPECTATIONS, HIGHLIGHT SOME OF OUR ACCOMPLISHMENTS, DISCUSS A FEW DISAPPOINTMENTS, AND AGAIN TAKE A LOOK INTO THE CRYSTAL BALL AND SEE WHAT WE CAN EXPECT IN THE FUTURE.

HOW ACCURATE WERE OUR PREDICTIONS?

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° TRUE TO EXPECTATIONS, IT HAS BEEN A YEAR OF

25X1 TRANSITION: [REDACTED] ACTIVITY THAT
OCCUPIED SO MUCH OF OL'S THINKING AND EFFORT APPEARS
TO BE BEHIND US. YET THE EXPECTED SLACKING OFF IN
SUPPORT ACTIVITY HASN'T OCCURRED, AND SUPPLY GROUP
CONTINUES TO SET RECORDS FOR HANDLING MATERIEL. IN
25X1 FACT IN DECEMBER LAST YEAR THEY HAD THEIR BIGGEST
25X1 MONTH EVER. [REDACTED]
[REDACTED]

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° THE REORGANIZATION IS SUBSTANTIALLY COMPLETE. HOWEVER, I'M NOT CONVINCED THAT WE HAVE DONE ALL WE CAN TO EFFECT THE DESIRED CHANGES. WE STILL NEED TO CONCENTRATE ON ELIMINATING SOME OF THE BUREAUCRATIC ROADBLOCKS THAT THE REORGANIZATION WAS INTENDED TO ACCOMPLISH. THIS CAN ONLY BE ACHIEVED THROUGH AN AWARENESS BY EACH OF US ABOUT WHY WE DO THINGS A CERTAIN WAY AND HOW WE CAN DO IT MORE QUICKLY AND BETTER.

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° THE NEW BUILDING: MUCH OF THE MOVE IS BEHIND US. RIGHT NOW ITS ABOUT 70% COMPLETE. ALTHOUGH PROGRESS HAS BEEN SLOWER THAN WE ALL THOUGHT, OR PERHAPS HOPED, WE EXPECT THE "BIG MOVE" TO BE COMPLETED EARLY IN THE SPRING (ASIDE TO FMG: "DID YOU HEAR THAT, ??????"). MEANWHILE, WE HAVE MADE A GOOD START ON RENOVATING THE ORIGINAL BUILDING, A TASK THAT WILL TAKE FIVE MORE YEARS.

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° OTHER ASPECTS OF SPACE MANAGEMENT, HOWEVER, ARE NOT SO ROSY. WE HAD EXPECTED BY NOW TO BE FIRMLY COMMITTED TO DEVELOPING [REDACTED] AS A MAJOR CIA COMPLEX. YOU WILL RECALL THAT WE HAD PLANS, AND HAD RECEIVED APPROVAL FROM CONGRESS, TO DOUBLE THE SIZE OF [REDACTED] BY 1993. BUT RECENTLY, WE HAVE ENCOUNTERED PROBLEMS WITH THE DEVELOPER, AND IT LOOKS LIKE RESTON WILL NOT BE THE "SECOND HOME" WE HAD HOPED FOR. AND, ALTHOUGH WE HAVE BEEN EXPLORING ALTERNATIVES, TO DATE, WE HAVE NOTHING DEFINITE.

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° CUSTOMER SERVICE: I THINK IT'S IMPROVED
CONSIDERABLY OVER THE PAST YEAR. BUT THIS IS A
DIFFICULT THING TO MEASURE AND PERHAPS IT'S TIME TO
ASK OUR CUSTOMERS THROUGHOUT THE AGENCY FOR THEIR
OPINION ON HOW WE'RE DOING. WE ARE STILL SEEING SOME
INNOVATIVE APPROACHES BY OL PEOPLE AND COMPONENTS.
WE NEED TO CONTINUE OUR EFFORTS IN THIS AREA.

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° WE HAVE MADE PROGRESS IN AUTOMATING OL
OPERATIONS, WITH, HOWEVER, ONE MINOR DISAPPOINTMENT.
MUCH OF THE CLAS PROJECT HAS BEEN SUCCESSFULLY
BROUGHT ON-LINE, BUT THERE REMAIN PROBLEMS IN
COMPLETING THE PROJECT. YET WE HAVE MADE STRIDES IN
AUTOMATING OUR CONTRACT WORK AND INSTITUTING AN
OFFICE AUTOMATION NETWORK

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SOME HIGHLIGHTS OF THE YEAR

FACILITIES MANAGEMENT

° THE "BIG MOVE."

25X1 WE'VE MOVED OVER [] STAFFERS INTO NHB IN THE
PAST YEAR, PLUS 3 BIG COMPUTER CENTER MOVES.

25X1 STILL HAVE ABOUT [] EMPLOYEES TO GO

° BACKFILL PROGRAM:

A BIG JOB, LOT OF MOVING TO TEMPORARY QUARTERS
TO ACCOMODATE CONSTRUCTION. 150,000 FEET
REDONE OR IN PROCESS. TOTAL WILL BE 840,000 FEET,
MOST OF THE ORIGINAL BUILDING.

° TROUBLE CALLS:

IN FY TO DATE THIS YEAR (8+ MONTHS), 6,700
CALLS. LAST YEAR, IT WAS NEARLY 15,000. LOOKS LIKE
A 40% REDUCTION.

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○ ° CAFETERIA EXPANSION:

PHASE I WAS COMPLETED IN MARCH --- ADDED 200 SEATS AND A NEW SERVING LINE

PHASES II AND III WILL BE COMPLETE IN THE FALL. WILL ADD A FAST FOOD COURT, WITH SEVEN SERVING AREAS AND 440 SEATS, AND ENCLOSE TWO COURTYARDS TO ADD 550 NEW SEATS. TOTAL OF 1200 MORE SEATS

○ ° JOGGING TRACK:

OVER 6,000 FEET, SHOULD BE READY IN THE FALL

○ ° PARKING LOT EXPANSION:

ALMOST READY. WILL ADD 1,200 SPACES. SHOULD HELP A LOT. IT'S A LONG WALK, BUT WE ALL NEED IT!

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SUPPLY GROUP

° FLYING SQUAD:

25X1 NOW MEMBERS. EXPECT TO HANDLE MORE THAN

25X1 ASSIGNMENTS THIS YEAR.

25X1



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PRINTING AND PHOTOGRAPHY

° PUBLICATIONS:

PRESIDENTIAL TRANSITION PAPERS -- 70 PAGES, 33

MAPS, 69 GRAPHICS, 70 PHOTOS

WORLD FACT-BOOK: 25,000 COPIES

25X1

SUSPECTS

25X1 AGENCY PHONE DIRECTORY: COPIES IN LOOSE

LEAF; ALREADY UPDATED

° PHOTOGRAPHY:

FOREIGN AND DOMESTIC, THEY COVER A LOT: "FROM BUSH TO BUSHES".

ASSIGNMENTS INCREASED NEARLY 50%.

° VIDEO REPLICATION:

CAN COPY 200 TAPES SIMULTANEOUSLY (COMMENT)

NEARLY 9000 COPIED SO FAR THIS FY.

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PROCUREMENT

- TOTAL FOR AGENCY:

25X1, THIRD LARGEST CIVILIAN AGENCY. DOWN
A LITTLE FROM LAST YEAR

- INTEGRITY IN PROCUREMENT:

A BIG ISSUE AFTER THE PROBLEMS AT DOD. CIA IS
CLEAN. NEW LAW IN JULY; IF YOU'VE BEEN INVOLVED
IN CONTRACTING, THE RESTRICTIONS ON FUTURE
EMPLOYMENT ARE GREAT. VERY STRICT. BAIL OUT
NOW!!!

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ADP

- THE CLAS PROJECT: BILL OF MATERIAL AND INVENTORY PACKAGES IN PLACE
- PROTOTYPE LOCAL AREA NETWORK (LAN) INSTALLED. STANDARDIZES CONTRACT PRODUCTION PROCESS
- OL OFFICE AUTOMATION (CONNECT TO MAINFRAME WITHOUT ADDITIONAL WORKSTATIONS)

25X1

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PERSONNEL ISSUES

° POLICIES:

NO QUARREL WITH WHAT WE'RE DOING

° CAREER BOARDS:

EMPHASIZE IMPORTANCE - YOU SUPPORT THEM

° PERSONNEL STATISTICS:

PROMOTIONS: (A LITTLE LESS THAN LAST YEAR)

AWARDS: FOR A TOTAL VALUE OF \$240,000 (MORE THAN LAST YEAR - AND ABOUT \$700 PER AWARD).
OVER 300K BUDGETED FOR THIS YEAR

NEW HIRES: IN FY 88

RECRUITMENT CONTINUES TO PRESENT PROBLEMS.
OUR SECRETARIAL STAFF IS SEVERELY DEPLETED

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° **NEW ASSIGNMENTS TO KEY POSITIONS:**

ME AS D/L

25X1

[Redacted]

DD/L

25X1

[Redacted]

EX OFF OF LOGS

C/FMG

25X1

[Redacted]

C/SUPPLY

25X1

[Redacted]

(A LAWYER!), C/CSG

25X1

[Redacted]

FROM MANAGEMENT STAFF TO RPO

25X1

[Redacted]

FROM RPO TO INDUSTRIAL COLLEGE

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NON-HUMAN RESOURCES--\$\$\$\$

° PERSONAL SERVICES:

NOW 27% OF OL BUDGET - UP FROM 22% IN '87. MEANS SOMETHING HAS TO GIVE. SINCE SPACE IS RELATIVELY CONSTANT, AND A BIG CHUNK OF THE BUDGET, ITS GOT TO COME OUT OF CONTRACT FUNDS, TRAVEL, ETC.

OVERTIME IS A PROBLEM. WE HAVE A GOAL TO REDUCE OVERTIME BY 15% IN FY89. SO FAR, WE'VE ACHIEVED 14%.

ALSO, CONGRESS WILL ONLY PAY 2% OF NEXT YEAR'S PAY RAISE, BUT THEY'LL PROBABLY VOTE 3% OR MORE. MEANS WE'LL HAVE TO PAY EXCESS OUT OF CURRENT FUNDING LEVELS.

BUT, NOT TO WORRY! THERE WILL BE NO PERSONNEL REDUCTIONS. WE WILL HAVE THE RESOURCES TO DO THE JOB EXPECTED OF US FOR THE FORSEEABLE FUTURE. HOWEVER, WE ARE NOT GOING TO GET ADDITIONAL PEOPLE, AT LEAST THROUGH FISCAL 92.

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GOALS AND OBJECTIVES

◦ RESTATE EMPHASIS ON SERVICE TO OUR CUSTOMERS - NO BACKSLIDING!

◦ IMPROVE COMMUNICATIONS WITHIN THE ORGANIZATION AND WITH OTHERS OUTSIDE. DON'T CONFUSE FORMAL COMMUNICATION WITH REAL COMMUNICATIONS - GOT TO LEARN TO LISTEN AND TO TALK TO PEOPLE AND MAKE SURE THEY HEAR

◦ BE LESS BUREAUCRATIC, MORE PRAGMATIC. LOOK FOR WAYS TO BE PROACTIVE, NOT REACTIVE

◦ NEED TO REVIEW REORGANIZATION - IS IT COMPLETE? WHAT CAN WE DO TO MAKE IT MORE EFFECTIVE?

◦ MBO'S - LIKE TO TAKE A HARD LOOK AT OBJECTIVES NEXT YEAR. NEED SOME REVISION AND REFOCUSING. SHOULD BE DIRECTED MORE AT ACCOMPLISHING THE OFFICE AND GROUP/STAFF MISSIONS, NOT ISOLATED PROJECTS. BUT THEY ARE HERE TO STAY

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A LOOK INTO THE FUTURE

◦ AFTER THE ACTIVITY OF THE PAST YEAR OR TWO, WE'RE ON A MORE STEADY COURSE. BUT CAN NEVER TELL WHERE ACTION WILL POP UP NEXT.

◦ SPACE ISSUES: WILL FINISH THE NHB MOVE BY THIS TIME NEXT YEAR. (WILL OL OFFICES BE MOVING?) RENOVATION OF OHB WILL CONTINUE TO CAUSE DISRUPTION.

◦ [] WE WILL HAVE TO RETHINK A LOT OF SPACE DECISIONS WE THOUGHT WERE BEHIND US. NOW LOOKING FOR SPACE FARTHER OUT. [] REMAINS A POSSIBILITY, BUT THERE MAY BE SOME RESISTANCE THERE. IS THERE A WEST VIRGINIA IN OUR FUTURE?

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○ ° AUTOMATION: CONTINUED COMMITMENT. KEY TO
SAVING \$\$\$ IN THE NEXT YEAR WE EXPECT:

THE FUNDS CONTROL PART OF CLAS TO BE INSTALLED

COMPLETE THE OL OFFICE AUTOMATION NETWORK

25X1 COMPLETE THE LOCAL AREA NETWORK TO
INCLUDE BARCODING

25X1

○ ° DOING MORE WITH LESS. AN OLD CLICHE, BUT TRUE,
NEVERTHELESS. ALTHOUGH WE TALK ABOUT THINGS
SLOWING DOWN, THEY NEVER REALLY DO.

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○ A WORD OR TWO ABOUT THE CONFERENCE

25X1 ° MOVED [] THIS YEAR. WILL HAVE TWO SESSIONS,
25X1 DOUBLING ATTENDANCE. BETTER FACILITIES [] MORE
OVERNIGHTS. AND ITS A CHANGE OF SCENE. SHOULD BE A
GOOD GET-TOGETHER

° SORRY WE ALL CAN'T BE THERE. WE HAVE A GOOD
PROGRAM PLANNED (GIVE SOME DETAILS)

○ CONCLUDING REMARKS

- ° THANKS FOR YOUR TIME

- ° THANKS FOR YOU SUPPORT AND FRIENDSHIP

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