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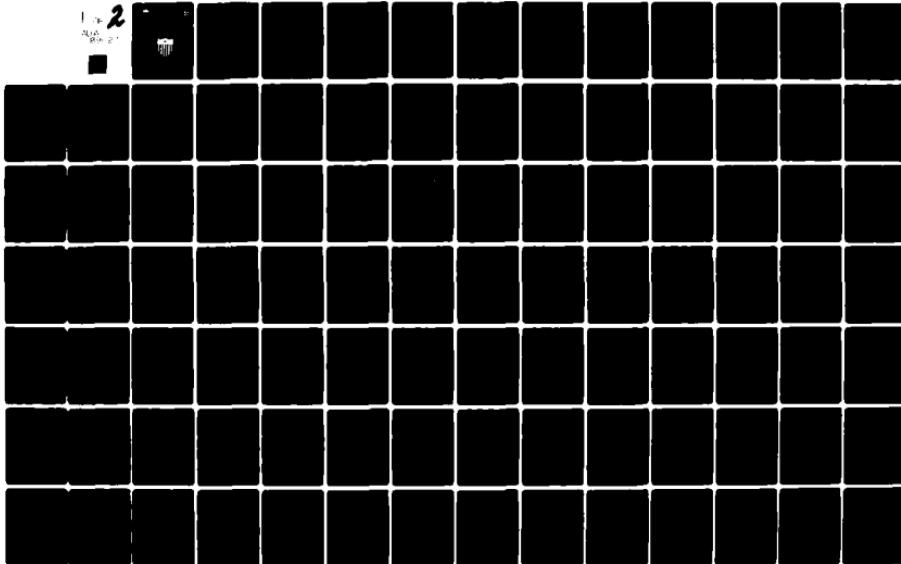
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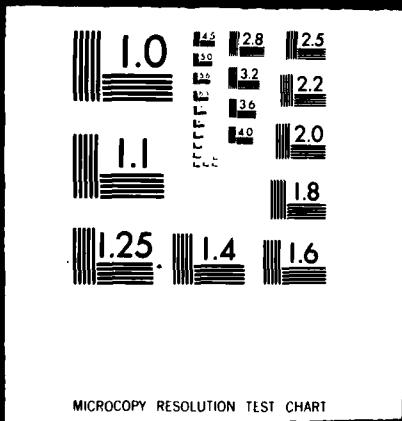
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## Report

PHASE I

VOLUME I

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SYSTEMS DEVELOPMENT DIVISION  
HEADQUARTERS ADMINISTRATIVE SYSTEMS DIRECTORATE  
OFFICE OF THE ADJUTANT GENERAL  
JULY 1980

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This report contains information pertaining to the status of administrative support for Headquarters, Department of the Army Staff agencies located in the Pentagon. It has more specific information of the status of administrative support for the office of the Deputy Chief of Staff for Personnel. In addition to the information on administrative procedures, equipment and systems, Volume I contains a concept for satisfying the requirements identified through the integration of administrative technologies. Volume II contains specifics on a system to test that concept.		

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## FOREWORD

1. AUTHORITY. THE AUTHORITY FOR THIS STUDY AND REPORT IS CONTAINED IN CHIEF OF STAFF MEMORANDUM 340-10, ARMY STAFF AUTOMATED ADMINISTRATIVE SUPPORT SYSTEM (ARSTADS) STUDY GROUP, ISSUED BY HEADQUARTERS, DEPARTMENT OF THE ARMY, WASHINGTON, DC, DATED 25 JANUARY 1979.
2. COMPOSITION. THIS REPORT HAS BEEN PREPARED IN TWO VOLUMES AND COVERS TWO SEPARATE BUT RELATED STUDIES CONDUCTED DURING THE PERIOD JANUARY 1979 THROUGH MARCH 1980. THE FIRST STUDY (VOL I), PERTAINS TO A SURVEY OF ADMINISTRATIVE SUPPORT REQUIREMENTS FOR ALL HEADQUARTERS, DEPARTMENT OF THE ARMY AGENCIES LOCATED IN THE PENTAGON. THE SECOND STUDY (VOL II), PERTAINS TO A DETAILED REQUIREMENTS SURVEY OF THE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL.

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## EXECUTIVE SUMMARY

### SECTION I

#### STATEMENT OF THE PROBLEM

1. General. HQDA does not have a totally integrated system for the receipt, creation, maintenance, retrieval, storage and disposition of key documents and information to support staff requirements. Office technologies are being proliferated without a total systems plan and, as a result, the administrative environment is, in many cases, lacking in state-of-the-art office equipment and streamlined or standardized procedures.

### SECTION II

#### BACKGROUND

2. Background. The need for a study to define administrative support requirements and develop a long-range concept and plan for a system to satisfy those requirements was discussed by the Director of Management, OCSA and The Adjutant General during August 1978. With approval of the Director of the Army Staff, the study effort was initiated in early January 1979. The study encompassed all HQDA elements in the Pentagon and was terminated on 2 August 1979 with a briefing to the General Officer Steering Group. The briefing covered the findings of the study group and a concept developed for the provision of improved administrative support to the action officer. Along with the concept, a plan was presented for a test of that concept within a large staff agency, the Office of the Deputy Chief of Staff for Personnel. The Steering Group approved the concept and test and was in general agreement on the findings presented but felt that a further definition and validation of those findings was required. An ad hoc committee was formed to address concerns surfaced at the briefing and it was decided to redefine Phase I of the ARSTADS effort to include a further definition and validation of the overall findings within the approved test agency, ODCSPER. This was accomplished through the conduct of detailed management surveys within ODCSPER during the period October 1979 through March 1980. Also developed during this period were alternative solutions to ODCSPER requirements, a recommended system, and a plan to test that system. All of this was briefed to the General Officer Steering Group on 14 March 1980. The Steering Group approved all of the study group recommendations, thus officially terminating Phase I of the ARSTADS effort.

**3. Purpose.**

a. The purpose of the HQDA study was to provide for the development of a long-range concept and plan for an integrated system capable of providing improved administrative support to Headquarters, Department of the Army.

b. The purpose of the ODCSPER study was to further define and validate general findings relating to administrative support and to recommend a system to test the ARSTADS concept

**4. Objective.** The primary objectives of Phase I were to:

a. Review and evaluate the current methods of providing administrative support to HQDA and validate overall findings within ODCSPER.

b. Develop a long-range plan for providing improved administrative support utilizing available and evolving office automation technologies.

c. Develop a plan for the test of the ARSTADS concept.

### SECTION III

#### APPROACH TO THE PROBLEM

**5. Methodology.**

a. The HQDA study was divided into five steps: (1) data collection, (2) data analysis, (3) requirements definition, (4) system description and (5) long-range plan development.

(1) Data Collection. This step consisted of agency submission of overview information, distribution of questionnaires to action officers and administrative support personnel and the conduct of interviews.

(2) Data Analysis. This step was the analysis of data collected by category and/or agency. Agency summary data was then consolidated for HQDA and analyzed.

(3) Requirements Definition. The analysis of agency data resulted in HQDA administrative support requirements.

(4) System Description. In this step, a concept was developed for a system (series of systems) to satisfy those requirements.

(5) Long Range Plan Development. A plan was then developed for a phased implementation of that system.

b. The ODCSPER survey was divided into four steps: (1) data collection, (2) data analysis, (3) alternative solution development, and (4) test plan.

(1) Data collection consisted of the collection of information from three primary sources: questionnaires, survey forms and interviews.

(2) Data analysis was accomplished by categorizing the information collected into the four basic elements of a system: personnel, procedures, equipment and environment.

(3) Alternative solutions (and associated costs) were developed to satisfy the requirements surfaced as a result of the analysis. A recommended system was proposed and a plan developed to test that system.

(4) A detailed test plan for the test/evaluation of the recommended system was developed.

#### SECTION IV

#### FINDINGS, CONCLUSIONS, RECOMMENDATIONS

##### 6. Findings/Conclusions.

a. Administrative support personnel ratios were found to be adequate at agency level HQDA-wide but were less than adequate in some instances below directorate/division level. Because of the continued reduction in the number of administrative personnel, lack of sufficient modern office equipment and lack of standardized or streamlined procedures, action officers are required to devote a significant portion of their time in the performance of administrative functions. Administrative support personnel need to be integrated into an organizational concept that allows for better management and distribution of peak workloads and better training of personnel in the capabilities of modern office technologies.

b. Equipment. In some cases equipment was found to be antiquated or behind state-of-the-art technology. A phased upgrade of administrative (office) support equipment is required but only after careful analysis of existing equipment utilization on an agency by agency basis.

c. Systems and Procedures. During the conduct of the study, many duplicate systems and procedures were identified. Several systems were identified, in different stages of test or implementation, that offer a start toward resolution of these problems.

d. An achievable goal to serve HQDA is a centrally coordinated modernized system, standardized where possible. A fully integrated system will take maximum advantage of economy-of-scale factors, allow for optimum efficiency and provide high quality support to AO's. Such a system should significantly improve the productivity of action officers in providing timely and comprehensive staff actions.

e. The findings/conclusions of the ODCSPER survey very closely parallel those of the HQDA study.

7. Recommendations.

a. Recommendations at the 2 August 1979 IPR were:

(1) Recommend approval of the concept for a centrally coordinated, fully integrated administrative support system to serve the HQDA action officer as the long range goal.

(2) Recommend approval for establishment of a prototype system within a large HQDA staff agency.

(3) Recommend orientation briefings be presented to appropriate HQDA personnel to assist them in defining possible applications through use of new office technologies and improved office procedures.

(4) Recommend a schedule be developed for the improvement of agency administrative support consistent with the overall ARSTADS concept. Agency improvements should parallel prototype efforts with technical expertise provided by TAG personnel.

b. Recommendation 7a(1) above was approved. 7a(2), (3) and (4) were deferred until a further definition and validation of the findings of the HQDA study.

c. Recommendations at the 14 March 1980 IPR were:

(1) Recommend approval of the findings of the ODCSPER survey and the system developed to satisfy the requirements.

(2) Recommend approval of the plan for the test of that system.

d. Recommendation 7c(1) was approved at the IPR and 7c(2) was approved subsequent to the development of a more detailed test plan. This plan has been published separately.

## SECTION 1

### STATEMENT OF THE PROBLEM

#### 1. Statement of the Problem.

a. General. The Action Officer is the key to the successful accomplishment of the HQDA mission. The AO must be able to plan for and conduct research, analyze data and expeditiously prepare staff actions. Action officers are working in an administrative environment which in many cases lacks modern office equipment and procedures. HQDA does not have an integrated system for the receipt, creation, maintenance, retrieval, storage, and disposition of key documents and information. As a result, technologies (e.g., word processing, automatic data processing, micrographics, and reprographics) are being proliferated without the benefit of a total plan geared toward a compatible integrated system.

b. Technology. Agencies are operating independently in the planning, design, and implementation of administrative support systems. As a result, those who have the expertise and resources available have bettered their own support situation, while others have done little or nothing. A plan for the provision of integrated support to the entire HQDA staff was nonexistent. It should be noted that several systems are being extended to alleviate part of the problem. They will be addressed in this report.

c. Administrative Environment. Action officers, the primary individuals which the administrative system is supposed to support, continuously find themselves in situations where they must provide their own support (i.e., typing, filing, copying) or suffer delays in the timely processing of actions. This results from recent reductions being taken solely in administrative support personnel. Existing administrative procedures are often cumbersome and duplicative. Universal availability of information necessary to process an action in a timely and accurate manner is limited, and often results in "reinventing of the wheel."

2. Problem Summary. In general, the administrative support environment for HQDA is lacking in modern office equipment and procedures. Those elements having administrative support that approaches state-of-the-art have generally achieved a level of sophistication without considering how the systems could interface with other systems. A total systems plan for providing integrated, administrative support is nonexistent.

## SECTION II

### BACKGROUND

1. General. In briefings and meetings during late August 1978, the Director of Management, OCSA, and The Adjutant General discussed the need for a study to define administrative support requirements for HQDA and to develop a long-range

plan for the improvement of administrative support to satisfy those defined requirements. Accordingly, on 12 October 1978, the Director of the Army Staff asked The Adjutant General to develop a plan for the conduct of such a study. The plan was developed, staffed and approved on 27 December 1978 and the study effort was initiated. The charter for that study was published as a HQDA Memorandum (Annex A, Volume I).

**2. Purpose/Objectives.**

- a. The purpose of the study was to provide for the development of a long-range plan for an integrated system capable of providing effective administrative support to HQDA action officers employing state-of-the-art technologies.
- b. Objectives. The primary objectives of the study were to:
  - (1) Review and evaluate the current methods of providing administrative support to the Headquarters, Department of the Army.
  - (2) Develop a concept for systems design and long-range plan for providing integrated administrative support, utilizing available and evolving office automation technologies.

**3. Guidelines.**

- a. The administrative support system was to be planned and developed utilizing existing and evolving state-of-the-art technology so that future expansion, upgrade or modification can be economically accomplished without undue item or system replacement.
- b. The system was to provide capacity for continuity during a transition to wartime status, to include support for alternate locations for HQDA.

**4. Assumptions.**

- a. No single HQDA system meets all anticipated administrative support requirements of the future.
- b. Suitable systems can be developed using existing technologies.
- c. Existing and anticipated personnel constraints make this a high priority effort.
- d. The system developed will have a cost benefit advantage.
- e. Classified documents and information will be part of the system; however, electronic handling and storage will require separate and in-depth analysis.

### SECTION III

#### APPROACH TO THE PROBLEM

1. General. The ARSTADS effort consists of four phases: Phase I, Requirements Definition; Phase II, Test and Evaluation; Phase III, Prototype; and Phase IV, System Extension. This volume addresses Phase I efforts consisting of data collection, data analysis, requirements definition, systems description, and long-range plan development. The study was initiated with briefings for agency designated points of contact who, with few exceptions, were the agency administrative officers. In most cases, agencies requested and received briefings for agency and/or directorate executive officers. A list of agencies, SSAs and FOAs surveyed and the summary of each survey are at Annex B, this volume.

#### 2. Data Collection.

a. Agency Checklist. Agency points of contact were given a checklist. The completed checklist provided the study group with preliminary information about each agency. Items included were agency organization, mission, functions, location (floor plan), personnel situation (TDA), and equipment inventory. Brief narratives were provided on the following: administrative support provided to or by other agencies, description of key or critical documents, planned equipment or organizational changes, administrative support problem areas and agency ideas for improvement of administrative support. A copy of checklists and narratives are at Annex C, this volume. Analysis of this information provided study members with an overview of each agency, a preliminary step in the data collection process.

b. Questionnaires. The study group developed two sets of questionnaires which were distributed to a sample size of two populations, administrative/secretarial personnel and action officers. For the purpose of this study, action officer was defined as all other than administrative support personnel and included managers and supervisors.

(1) Three questionnaires were distributed to the administrative/clerical population.

(a) An Administrative/Secretarial Questionnaire solicited information as to overtime worked, assistance provided to other elements, delegation of administrative and routine tasks, availability and use of word processing; and maintenance of an internal suspense system. A copy of this questionnaire is at Annex D, this volume.

(b) A Typing Workload Summary collected information on workload by number of pages typed. A copy of this form is at Annex E, this volume.

(c) The Activity Worksheet determined which administrative activities took up the most time during the average work day and which were considered the top five priorities. Some activities listed were: typing, filing, proofreading, telephone answering, copying, scheduling, and mail distribution. A copy of this form is at Annex F, this volume.

(2) One questionnaire was distributed to the AO population. The Action Officer Questionnaire solicited information on: adequacy and quality of administrative support, dictation methods and adequacy of turnaround, availability and adequacy of research sources, and a profile of how the action officer spends an average day in terms of time spent on various activities. A copy of this questionnaire is at Annex G, this volume.

c. Interviews. Interviews were conducted as the last step in the data collection process. Personnel primarily at directorate/division level, who were either executive or administrative officers, were interviewed in an unstructured format which solicited perceptions as to problems in current administrative support.

d. Staff Visits. Staff visits were conducted with Army Library and the US Army Management Systems Support Agency (USAMSSA). Purpose was to exchange information and consider the feasibility of employing technologies being utilized by these elements.

(1) The Army Library employs state-of-the-art technology through library science techniques. A summary of that visit is at Annex H, this volume.

(2) USAMSSA, the ADP support agency for HQDA, had several on-going studies paralleling this study—8A-minicomputer study and management information requirements study. The ARSTADS study group maintained close liaison with USAMSSA through the study effort.

e. Mailroom Activities. Information on mailroom activities and operations was not collected during this study. Mailrooms were surveyed separately by OSA, OCSA, and TAGCEN personnel. A copy of those surveys is on file in Staff Management Division, OCSA.

### 3. Data Analysis.

a. General. Data collection steps were staggered and scheduled to allow for analysis of some agencies while concurrently collecting data in others. Agency interview comments, questionnaire responses and personnel and equipment information were analyzed and summarized into a HQDA composite. This composite was further analyzed and translated into requirements.

b. Agency Checklist. Information from the agency checklists was utilized in each agency summary (Annex B) to provide an overview and to corroborate information gathered from the interviews and questionnaires.

(1) Personnel. TDA's submitted by agencies were analyzed to determine the ratio of administrative/secretarial personnel to action officers. Agency ratios were expanded into a ratio of HQDA. Results are discussed in Section IV of this volume.

(2) Equipment. Agencies submitted equipment information by category (e.g., typewriters, word processors, ADPE, copiers, and micrographics equipment) and in most cases listed a purchase, maintenance and/or lease/rental cost. This information was summarized by agency and then summarized and analyzed for HQDA (Annex I, this volume). Results of this analysis are discussed in Section IV of this volume.

c. Questionnaires. Questionnaires and survey sheets were first summarized and analyzed by agency and then summarized for HQDA. Results of these analyses are discussed in Section IV of this volume. Information contained in each questionnaire and survey sheet was summed and/or averaged as appropriate to provide statistics on perceptions of administrative/secretarial personnel and action officers with respect to administrative support available at HQDA.

d. Interviews. Interview comments were summarized and categorized into common areas. Comments were analyzed on an agency by agency basis and consolidated for a HQDA wide analysis. Results of the interview comments are at Section IV of this volume.

4. Requirements Definition. The analysis of all data collected was translated into requirements and needs for improved administrative support. Discussion of requirements and needs surfaced is at Section V of this volume.

5. System Description. A system to satisfy identified requirements was conceptually developed. Discussion of the elements of that system is at Section VI of this volume.

6. Long-Range Plan Development. A long-range plan was developed based upon the system described and steps recommended for the implementation of that plan. Development is discussed in Section VII of this volume.

## SECTION IV

### FINDINGS AND DISCUSSION OF FINDINGS

1. General. Findings and discussion thereof are based upon an analysis of data collected during the study. Data collection was accomplished primarily through interviews and questionnaires. Each tool used and responses are discussed separately in the following paragraphs.

#### 2. Personnel Staffing.

a. Findings. The analysis (figure 1) of agency TDA's produced the following results for HQDA:

(1) Administrative/secretarial personnel: 1,159 authorized; 1,135 assigned.

(2) Action officers (all other personnel than paragraph 2a(1)): 3,021 authorized; 2,907 assigned.

(3) HQDA-wide ratios of administrative support personnel to action officers: authorized, 1:2.72 AO's; assigned, 1:2.65 AO's; assigned below directorate/division or equivalent level, 1:3.59 AO's.

b. Discussion. The ratio of administrative support personnel to action officers (authorized and assigned) for HQDA is adequate and would be at all levels if support personnel were distributed on the basis of the above ratios. Disparate ratios have been brought about by uneven personnel reductions within the administrative support arena.

### 3. Equipment Summary.

a. Findings. Analysis of equipment inventories (Appendices 1-17, Annex B, this volume) revealed a wide variety of administrative support equipment, some as old as 28 years. Summary of equipment by category, quantity, and cost is at Annex I, this volume. Figure 2 provides a generalized equipment breakdown showing that the total number of items and/or systems at 2,216 with a purchase cost of \$3,089K, a yearly maintenance cost of \$261K and a yearly lease/rental cost of \$340K. These figures are approximations since total support equipment information was not available. Lack of data was due to DOD-wide maintenance contracts which couldn't be further defined, misunderstanding as to level of detail required and nonavailability of data as a result of equipment age.

b. Discussion. Some of the administrative support equipment available for use within HQDA has passed its useful life cycle. Although Army-owned, it should be phased out due to current or projected difficulties with maintenance support (e.g., ICS and IBM MTST's). Some word processing equipment (e.g., MTST's and IBM Mag I's) is lacking in state-of-the-art technology. ADP equipment is employed in a variety of unrelated systems, some of which are duplicative (e.g., suspense systems). Dictation units are available but under utilized.

### 4. Administrative/Secretarial Questionnaire.

a. Findings. A total of 202 questionnaires were distributed to a sample of administrative/secretarial personnel. Of that number, there were 187 responses. The results are shown in figure 3. Summary of responses follows:

(1) Thirty-seven percent surveyed worked overtime for an average of 18 hours per person per month.

(2) Seventy-five percent assisted other offices with administrative duties at least some of the time, primarily with typing.

(3) Eighty-three percent indicated that they were delegated work by their supervisor at least some of the time and 49 percent felt he/she could delegate more.

(4) Ninety-one percent said that they could assist their supervisor with activities such as copying, filing, scheduling, etc.

(5) Fifty-eight percent had word processing available. Of that number, 48 percent indicated using that capability.

(6) Eighty-six percent reported maintaining a suspense system averaging 2 hours per person per week.

b. Discussion.

(1) Working overtime is probably indicative of peak workload and the requirement to provide support after normal duty hours. This extrapolates to approximately \$40,000 in overtime pay per month.

(2) Backup typing support is frequently required, thus detracting from normal duties of those required to provide backup. Failure to use word processing is again indicative of the support problem.

(3) While a majority said supervisors were delegating work, it is interesting to note that almost half said they would like to be delegated more.

(4) When asked what duties their supervisors were performing that could be delegated, they said filing, typing and copying. Support personnel also feel they should be delegated duties such as drafting, researching, and letter writing. A small number (27) felt that duties such as copying should be performed by someone else and some typing should go to the WPC.

(5) Less than half having WP available said they used it. Primary reasons given were nonresponsiveness and only used for heavy workload. The nonresponsiveness of WPCs can be attributed to too many priority jobs, poor workflow planning, saturation, improper use, outdated equipment and/or personnel problems or any combination of these situations.

(6) The fact that so many support personnel are maintaining an internal suspense system is indicative of a high degree of involvement with the current system. The subject is discussed further in paragraph 8, Interview Comments.

5. Typing Workload Summary.

a. Findings. Typing workload summary (figure 4) represents input from 276 personnel. It showed that 67 percent of documents prepared were 1-3 pages in length and an average of 146 pages per typist per week were done. Work input was made up primarily of longhand (48 percent) and prerecorded information (27 percent). Work output was primarily original typing (59 percent). Specific workload requirements showed the following distribution: statistical typing (33 percent), classified typing (25 percent), computer input (5 percent), printing (18 percent), and miscellaneous (19 percent).

b. Discussion. Documents of 1-3 pages in length make up the largest percentage of typing at HQDA and this suggests that text processing and WP input capability should be extended to the lowest levels possible. This is supported by the fact that 48 percent of work input is currently submitted in longhand and 59 percent of work output is original typing. The special workload requirements also dictate the need for specific equipment capabilities for statistical and classified typing. Almost one-fifth of work done is for printing, and may possibly be keyboarded for photocomposition.

#### 6. Activity Worksheet Summary.

a. Findings. Activity worksheet (figure 5) statistics represent input from 174 personnel. The top five activities which occupied the most time in average minutes per day were: typing, 150; telephone answering, 76; copying, 46; proofreading, 41; and mail distribution, 32. Personnel rated their top five priorities among administrative activities as follows: (1) typing; (2) telephone answering; (3) proofreading; (4) calendars and scheduling; and (5) mail distribution.

b. Discussion. The fact that typing is the number one priority of administrative personnel and occupies about 30 percent of the average day is all the more reason why text editing equipment or WP input (OCR or dictation) capabilities should be made available at the lowest level feasible. Additionally, action officers reported spending 20 minutes per day on the average typing. The fact that telephone answering is a high priority and also occupies 15 percent of the time for administrative personnel and 9 percent of the action officers time (see item 12, figure 6) might be reason for further examining the telephone system within each office area and making improvements where needed. Since 6 percent of the day is spent on mail distribution, a more efficient system might be in order, especially since interview comments indicated a good percent of mail handled is misrouted. Calendars and scheduling were rated fourth in priority. A standardized and streamlined calendar system could streamline that function and might be worth exploring.

#### 7. Action Officer Questionnaires.

a. Findings. (289 surveyed; 254 responded; figure 6)

(1) Forty-three percent of those responding indicated they were receiving average to poor administrative/secretarial support. They considered typing (165), filing (101), copying (79), and telephone answering (66) as the four most important administrative functions. AO's said they would like filing (128), copying (105), telephone answering (77), and typing (34), among other activities, to be delegated. When their regular administrative support is absent 45 percent provided their own support. Forty-five percent had another source of support and 10 percent had nothing.

(2) Ninety-four percent were satisfied with mail delivery in terms of frequency and reported the following daily schedule: twice (67 percent), 2-4 times (25 percent), 4-8 times (5 percent), and periodically (3 percent).

(3) Eighty-four action officers (40 percent) of those responding reported using dictation as follows: stenographer (23), cassette (22), and dial dictation (25). (Fourteen did not indicate method used.) The average time spent dictating was 2 hours per person per week. Ninety-one percent of those responding reported receiving adequate turnaround at least some of the time.

(4) Eighty-nine percent indicated they were allowed erasures on work received sometimes (72 percent) or always (17 percent).

(5) Eighty-four percent of those responding indicated having adequate sources available for researching actions. The number one source listed was agency files, yet 76 percent reported keeping convenience copies. The average number of actions processed per AO per month was 62. The time spent on each action was broken down as follows: researching (32 percent), drafting action (32 percent), coordinating (20 percent), and waiting for final copy (16 percent). Sixty-six percent indicated that research time was limited by a tight suspense date.

(6) Thirty-five percent of the average day of each AO consists of administrative activities such as copying (5 percent), filing (8 percent), typing (4 percent), scheduling (5 percent), assembling documents (6 percent), and running administrative errands (7 percent).

(7) AO's listed most frequently the following items they would like to have to make their job easier: more or better quality support (135), WP or increased WP capability (49), better copy support (47), a central or better filing system (47), and dictation capability (15).

b. Discussion.

(1) Action officers are generally pleased with administrative support received; however, there is little or no backup. This is evidenced by the fact that almost half provide their own support when their regular support personnel are absent and some AO's have no one.

(2) AO's were generally satisfied with mail delivery schedules; however, these schedules could reflect delivery by their own support personnel and not by mailroom personnel.

(3) Relatively few AO's use dictation capability (40 percent) and only one-third of those use cassette or dial dictation even though there is adequate machine dictation capability available.

(4) Most allow erasures on typed material although it depends on the document and to what level it is sent.

(5) Most AOs were satisfied with research but still kept convenience copies and restricted their research primarily to agency files. This may indicate that they need not go any further than agency files; however, it would appear that in many cases the agency file is their convenience file.

(6) AO's spend one-third of each day performing administrative activities. This serves to reinforce the fact that administrative support personnel ranks are thin at some levels. More and better quality administrative support is also the AO's top priority for making their job easier.

8. Interview Comments.

a. Findings. A total of 101 personnel were interviewed. Interview comments generally fall into the following categories:

(1) Personnel. Most personnel interviewed indicated that we have taken all the cuts we can among administrative support personnel. They are generally pleased with the personnel they have, although there are those who feel the quality is not as good as it is elsewhere. AO's feel administrative skills could be sharpened; however, supervisors are reluctant to allow these personnel to leave the office for training due to workload constraints. Those interviewed indicated that there are enough administrative support personnel but they are not properly distributed. The higher up those interviewed were in the hierarchy, the less of an administrative support problem was surfaced.

(2) Word Processing Support. Most AO's interviewed were positive toward the kind of capability word processing provided; however, they are definitely against word processing being centralized. These were viewed as typing pools to which they lose resources and which were not responsive to needs. Very few personnel interviewed had knowledge of or an appreciation for the wide variety of word processing capability available with state-of-the-art equipment.

(3) Copier Support. Most personnel interviewed were dissatisfied with copier support. They generally have no immediate access to a good quality copier for quick copies and do not have a system for getting required copies reproduced. As a result, they find themselves standing in line at service centers. Several individuals questioned the need for the number of copies that are reproduced. Once again, the higher up in the HQDA structure, the less of a problem, if any, was surfaced.

(4) ADP Support. Interviews surfaced the fact that there is more ADP equipment available than was reported in the initial agency input. Most ADPE and ADP systems that were surfaced existed primarily as a result of agency interface with activities or agencies outside the Pentagon. There were duplicate systems surfaced for similar functions (e.g., suspense control).

Several agencies have planned and/or designed their own management information systems for agency internal management. The primary fact surfaced was that little of the ADP equipment available was tied into systems which serve the entire HQDA staff. Many personnel expressed the desire to have an automated indexing/retrieval capability.

(5) Interface/Coordination. The central piece of information surfaced was that each agency has a very heavy amount of interface with FOA's and activities outside of the Pentagon. Coordination between staff elements is considered cumbersome and, in some cases, viewed as having too many layers.

(6) Mail/Distribution. Many individuals interviewed were not pleased with the mail distribution system. They reported it too slow and inaccurate, thereby causing them to hand carry important actions within the building and use the US mail direct.

(7) Suspense Control. Several agencies have their own version of an automated suspense control system. Most individuals interviewed felt that the suspense control system we use has created an administrative nightmare. There are too many layers in the system and each cuts at least a day off of the due date, both up and down the suspense clearance chain. Additionally, many individuals feel that too many actions are suspended for control purposes only and there is no real requirement for a response by the suspense date listed. To bypass the layers, many agencies have informal networks for "hot" actions. As a result, some of these are not tracked which creates havoc with individuals who must maintain the system.

(8) Miscellaneous. A few individuals expressed their displeasure with the fact that there are different forms or formats to accomplish basically the same thing, e.g., decision papers, buck slips, and many formats for letter.

b. Discussion. The information gathered during these interviews is supportive of and reinforces information gathered on the initial survey and questionnaires.

9. Staff Visits.

a. A staff visit was conducted with personnel of the Army Library (Annex H, this volume) to gather information on their employment of state-of-the-art library science indexing and retrieval techniques. The library has terminals which access the Defense Technical Information Center, National Technical Information Service, Ohio College Library Center, Army Library Acquisitions System (ALAS), New York Times Information Bank (NYTIB), and Bibliographic Retrieval System (BRS). There are also plans for the installation of a minicomputer-based system for automated cataloging of reference material. Access to a similar network of index and retrieval systems will greatly enhance AO's research capability.

b. A meeting was held with personnel from USAMSSA to exchange information and lay the groundwork for continued mutual exchange of information and ideas. The agency provided information on terminals which access their computer, systems which they support and the status of their telecommunications network. Further meetings will be held as this effort progresses into the next Phase.

10. Mailroom Survey. The mailroom survey concluded that: mail processing methods are similar among agencies, mailrooms are merely distribution points

which exercise some control over action type mail and an electronic mail and correspondence processing system is feasible and desirable. Recommendations under a separate study were to establish correspondence processing centers. Operations will be phased, beginning with processing of unclassified type mail and microfilming of current items processed. Those agencies (OSA, OCSA) already operating with the ASG system were not surveyed. The mailroom automation effort was examined and will be included in the prototype.

## SECTION V

### REQUIREMENTS DEFINITION

1. General. Based on the study findings and related discussion in Section IV above, the needs and requirements to be satisfied across HQDA are: a better, uniform method of controlling all documents (incoming and outgoing) having archival value and/or requiring some action; a central filing system which is responsive and reliable; the capability for quick access and retrieval, if required, of any and all kinds of information necessary for mission accomplishment; the capability to capture all documents on magnetic media (compatible) from the first time they are typed, and to improve coordination, finalization, duplication, and disposition of those documents; the development of a plan to review and improve the utilization of existing support equipment and to upgrade that equipment where necessary; to improve or standardize administrative procedures where appropriate; and impart a better understanding to managers, action officers and support personnel of the capabilities of modern office technology.
2. Document Control. Study findings show that there are many different methods of controlling and tracking key documents throughout HQDA. Some are cumbersome, some duplicative, most lend themselves to some degree of standardization and there is unnecessary layering. The ASG system currently installed within the OSA and OCSA mailrooms appears to be one way to resolve this problem.
3. Central Files. For the most part, a central filing system within each agency, or at lower levels within the agency, is nonexistent. Convenience copies kept by action officers are the most common filing system. The inherent dangers here are that many record copies of archival documents could be lost or very few people would know of their existence. Any central filing system developed would have to be reliable and responsive in order to allow action officers to eliminate convenience copies. Both the OPTIMIS and the ASG systems offer a solution to this problem. OPTIMIS offers an index to completed actions and the ASG system is building central files within their facilities.
4. Research capability. The study results uncovered a desire for the ability to access information employing automated techniques. This capability exists within the Army Library and within many other automated systems. To provide the capability to rapidly index, access and retrieve many and varied pieces of information can prove invaluable to action officers and managers throughout HQDA. OPTIMIS provides a tool through which such an information network can be established.

5. Document Creation. The capability to capture keystrokes the first time and thereby eliminate unnecessary retyping is provided through word processing technology. Most word processing within HQDA is centralized and presents problems in terms of responsiveness and prioritization of workload. This technology is available to less than 60 percent of HQDA personnel and half of them do not use it for a variety of reasons. Each typewriter or typing station could become an input device utilizing OCR. This could serve to extend the technology and access to a larger system down to the lowest level. Centers are still required for certain types of workload and less expensive standalone word processors should probably be installed where the requirement exists. The proper mix can only be determined through detailed surveys and workload analysis. The requirement for copies of documents would be considered in the workflow analysis.

6. Equipment & Procedures. The study showed that some equipment is quite old and should receive priority consideration for replacement. Any such replacement should only be effected after consideration of the entire needs of the applicable agency. There are also available modern office procedures and techniques within the entire spectrum of administrative support which could be tested and implemented if proven cost-effective.

7. Orientations. The study also revealed that the understanding of the kind of capabilities and economies that can be realized through the employment of modern office technology is very limited. An understanding and acceptance of any attempt to automate and modernize administrative support is essential to its successful implementation.

## SECTION VI

### SYSTEM DESCRIPTION

1. General. The system outlined in this section was designed to meet the requirements surfaced in Section V. The concept is one of several separate and distinct systems and subsystems which interface. These systems are the Document System, Management System, Support System, and Personnel System. These systems, although not dependent upon one another, will achieve maximum potential when fully implemented and integrated. Existing systems (e.g., ASG, OPTIMIS) which currently perform all or part of the subsystem functions developed in this section will be included in the test of those subsystems and modified if required. The concept described in this section is a long-range goal and will be achieved through the evolution and integration of existing systems where possible.

2. Document System. This system addresses the specific needs of action officers. The system consists of the following subsystems: (1) Receipt, tracking and control; (2) research; (3) preparation/coordination; (4) dispatch; and (5) storage. It is outlined in the flow charts and procedures in figure 7.

The system provides for the capture of all document descriptions upon receipt, for terminal access to a network of data bases and for copies (hard copy or microform) of all documents required for research. Additionally, it facilitates the draft-redraft-final draft cycle by providing a tool for clearance and document finalization at any level required. The method of dispatch offers several options, depending upon document address, suspense or content. Full use will be made of agency level files to help resolve the problem of early disposition of documents with archival or research value. The intent here is to eliminate institutional memory which is, in many cases, the sole source of information.

3. Management System. This system is directed toward the needs of managers at all levels. It consists of the following subsystems: (1) calendars and schedules, (2) electronic mail, (3) personnel (locator), (4) budget and (5) inventory. The flow charts and procedures are at figure 8.

4. Support System. This system is functionally and equipment oriented. It consists of the following subsystems: (1) word processing, (2) data processing, (3) typewriters, (4) copiers, (5) files and micrographics, (6) facsimile and (7) dictation. Figure 9 discusses each of these subsystems in terms of functions to be performed and equipment capabilities required at each level within the system.

5. Personnel. This system is a listing of specialized personnel requirements at each level within the hierarchy of the support structure. The levels are: administrative control center; administrative support center and subcenters. Figure 10 discusses the personnel requirements in terms of functions to be performed at each level.

## SECTION VII

### LONG-RANGE PLAN DEVELOPMENT

1. Given the concept developed in Section VI, the current status of HQDA administrative support discussed in Section IV, and requirements in Section V the study group outlined the following steps necessary for the improvement of administrative support with the concept in Section VI being the ultimate goal.

- a. Identification of an agency or element for a test of this concept.
- b. Installation, test and evaluation of a system utilizing existing equipment and systems where feasible.
- c. Concurrent development and implementation of systems and subsystems for HQDA agencies.
- d. Orientation of managers, action officers and administrative support personnel to assist them in defining applications possible through new office technologies and improved office procedures.

- e. Plan, develop, and implement support equipment utilization and evaluation programs.
  - f. Establishment of a control center with appropriate technical personnel and equipment required to support the concept throughout HQDA.
  - g. Full implementation of the concept throughout HQDA after successful test and accomplishment of above steps.
2. To plan, design, implement, and monitor these systems requires a permanent group of personnel possessing expertise in a wide variety of administrative support technologies. These elements must be responsive to requests for technical assistance and must coordinate with many agencies outside of HQDA. HQ Administrative Systems Directorate, TAGCEN, meets all these prerequisites.

## SECTION VIII

### CONCLUSIONS

- 1. Administrative support personnel staffing is adequate HQDA wide but is thin, with little or no backup capability, in some places below directorate/division level. The slack is normally taken up, if at all, by action officers or overtime.
- 2. Administrative support equipment for HQDA is, in some cases, antiquated. The installed base could be gradually upgraded to take the best advantage of rapidly changing technology.
- 3. Existing procedures are duplicative and/or cumbersome and could be streamlined and standardized.
- 4. In general, an integrated administrative support system for HQDA is nonexistent. Improvement of administrative support will require: technical training and orientation, equipment upgrade where necessary toward state-of-the-art and streamlining, and standardization of procedures. The combination of these elements, along with the phased implementation of a system to accommodate HQDA administrative support requirements, must be implemented now to better meet the needs of the future.

## SECTION IX

### RECOMMENDATIONS

- 1. Recommend approval of the concept described in Section VI as the long-range goal for HQDA.
- 2. Recommend that Phase II be approved and a test be conducted in a large staff agency receptive to this concept.

3. Recommend that orientation briefings be presented to appropriate HQDA personnel to assist them in defining applications possible through new office technologies and improved office procedures.
4. Recommend a schedule be developed for improvement of agency internal administrative support to insure compatibility with the HQDA plan to include full utilization of existing equipment where possible and upgrade where necessary. Technical advice and assistance is to be provided by TAGCEN personnel.

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PERSONNEL SUMMARY (1)

AGENCY/OFFICE	NUMBER OF PERSONNEL				RATIO ADMIN SPT/ACTION OFF		
	(2)ADMIN SPT		ACTION OFF(3)		BELOW DIR/		
	AUTH	ASGD	AUTH	ASGD	AUTH	ASGD	DIVN LEVEL
OSA	128	118	217	210	1/1.7	1/1.8	1/2.4
OCSA	72	67	159	174	1/2.2	1/2.6	1/4.0
ODCSPER	102	102	316	324	1/3.1	1/3.2	1/3.7
ODCSOPS	181	187	390	374	1/2.2	1/2.0	1/3.2
ODCSLOG	96	89	289	277	1/3.0	1/3.1	1/4.6
ODCSRDA	92	88	239	237	1/2.6	1/2.7	1/3.9
COMPTROLLER	43	39	130	125	1/3.0	1/3.2	1/3.2
OACSI	73	71	197	194	1/2.7	1/2.7	1/6.0
OACSAC	31	28	101	97	1/3.3	1/3.5	1/4.5
OTAG	2	4	2	5	1/1	1/1.25	N/A
OCAR	25	23	86	81	1/3.4	1/3.5	1/3.8
ACE	14	14	44	40	1/3.1	1/2.9	1/4.0
OTJAG	44	58	90	96	1/2.1	1/1.7	1/2.4
NGB (4)	113	100	387	311	1/3.4	1/3.1	1/4.0
OTSG	85	85	218	218	1/2.6	1/2.6	1/2.6
OCCH	14	14	21	21	1/1.5	1/1.5	1/2.6
OTIG	54	48	135	123	1/2.5	1/2.6	1/2.5
<b>TOTAL</b>	<b>1,159</b>	<b>1,135</b>	<b>3,021</b>	<b>2,907</b>	<b>1/2.72</b>	<b>1/2.65</b>	<b>1/3.59</b>

- NOTES: (1) Figures gathered during period 11 Jan-13 Mar 79.
- (2) All clerical, secretarial and other agency designated support personnel.
- (3) All other than (2) above, managers/supervisors included.
- (4) Includes Air Force personnel.

Figure 1

EQUIPMENT SUMMARY

<u>CATEGORY</u>	<u>QUANTITY<sup>1</sup></u>	<u>PURCHASE COST<sup>2</sup></u>	<u>Maintenance/YR<sup>3</sup></u>	<u>LEASE/ RENTAL YR<sup>4</sup></u>
Typewriters	1,249	\$ 462,775	DSS-W contract	0
Word Processors/Systems	236	\$1,681,532	\$ 120,747	\$ 161,615
Dictation Units	186	\$ 38,949	\$ 4,745	0
Micrographics Equipment	147	\$ 116,849	\$ 7,308	\$ 15,336
Copy Equipment	73	\$ 605,692	\$ 125,667	\$ 92,349
Facsimile Machines	13	unk	unk	unk
ADP Equipment	61	\$ 81,839	\$ 3,154	\$ 67,978
Calculators/Adding Machines	241	\$ 93,097	DSS-W contract	0
Other(Electric Files, Vehicles)	10	\$ 8,158	\$ 171	\$ 435
TOTAL	<u>2,216</u>	<u>\$3,088,981</u>	<u>\$ 261,792</u>	<u>\$ 340,091</u>

REMARKS:

- 1 - Not all agencies listed all equipment on hand.
- 2 - In some cases, cost data is averaged and in some data was not available.
- 3 - Some maintenance figures were not available or were imbedded in a larger contract.
- 4 - Data in this column is fairly accurate except for copiers.

Figure 2

ADMINISTRATIVE/SECRETARIAL

QUESTIONNAIRE RESPONSES

Number 202

Number 187

1. Work overtime? YES 70 (37.4%) NO 117 (62.6%)

Hours/month: TOTAL 1,223 AVG 17.5

2. Assist other administrative/secretarial personnel?

<u>NEVER (1)</u>	<u>(2)</u>	<u>SOMETIMES (3)</u>	<u>(4)</u>	<u>ALWAYS (5)</u>
30/16%	18/9.6%	106/56.7%	13/7%	20/10.7%

Tasks performed?

Typing - 120 Tele Answering - 14 Prayer Breakfast - 1

Filing - 7 Distribution - 4 WP Overload - 1

Copying - 16 Proofreading - 2

3. Supervisor delegate work?

<u>NEVER (1)</u>	<u>(2)</u>	<u>SOMETIMES (3)</u>	<u>(4)</u>	<u>ALWAYS (5)</u>
4/2.1%	12/6.4%	74/39.6%	35/18.7%	62/33.2%

Delegate more? YES 92 (49.2%) NO 95 (50.8%)

Figure 3

**4. Activities supervisor does that you could do?**

Filing - 6      Prepare reports - 4      Draft Correspondence - 12  
Copying - 10      Researching - 1      Assist Action Officer - 3  
Typing - 3      Scheduling - 10      Coordination - 5  
Telephone calls - 1      Suspenses - 2  
Travel Funding - 2      Routine Actions - 12

**5. Activities performed you feel someone else should do?**

Mail - 7      Filing - 2      Supplies - 1      Hand Carry - 2  
Copying - 5      Training - 1      Graphics - 2  
WPC typing - 4      Proofreading - 1      Collating - 2

**6. WPC available?**

YES 109 (58.3%) NO 78 (41.7%)

Use WPC?

YES 61 NO 126

48% who have WPC available use it.

Number of pages per week 955      TOTAL 15.7 AVG per person

**7. Maintain internal suspense system?**

YES 160 (85.6%) NO 27 (14.4%)

Hours per week 347.25      TOTAL 2.17 AVG per person

**Figure 3**

**AGENCY** HQDA

**ARSTADS**

# in Survey 276

## **TYPING WORKLOAD SUMMARY**

**INSTRUCTIONS:** Enter your best guess for the typing you do in an Average WEEK.

**Figure 4**

AGENCY HQDA

# in Survey 174

ARSTADS INTERVIEW WORKSHEET

AGENCY      DIRECTORATE      DIVISION      BRANCH

COLUMN 1 - What activities take up most of your time (in minutes per day)

COLUMN 2 - What are the highest priorities of the activities you perform?  
Rank them 1-5 (1 being the highest).

COLUMN 3 - X-enjoy doing this activity.

O-do not enjoy doing this activity.

ACTIVITY	COLUMN 1		COLUMN 2					COL 3		
	Avg	% Distr	1	2	3	4	5	AVG	X	O
Typing	150.3	30.7	108	27	18	5	9	1		
Proofreading	41.2	8.4	66	40	13	17	10	3		
Taking Shorthand	13.1	2.7	16	20	17	9	13	8		
Telephone Answering	76.1	15.5	85	33	29	8	7	2		
Report Writing	21.7	4.4	23	20	14	16	23	9		
Filing	19.2	3.9	5	23	34	28	50	13		
File Retrieval	13.7	2.8	15	24	32	23	25	10		
Making Conference & Travel Arrangements	19.2	3.9	45	23	19	17	19	6		
Going for Quick Copy	22.5	4.6	25	41	38	15	20	7		
Copying	22.6	4.6	11	21	40	21	24	11		
Calendars & Schedules	19.8	4.1	65	19	14	13	12	4		
Mail	32.2	6.6	60	28	24	11	20	5		
Other	26.5	5.4	15	15	32	24	32	12		
Personal Services	11.8	2.4	7	6	15	19	55	14		

Figure 5

ACTION OFFICER  
QUESTIONNAIRE RESPONSES

Number Surveyed: 289

Number Responded: 254

1. Adequate administrative/secretarial support?

Poor	Average	Excellent		
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
26/10.2%	31/12.2%	53/20.9%	70/27.6%	74/29.1%

2. Most important administrative functions?

Typing - 165	Coordinating - 4	Telephone
Filing - 101	Distributing - 1	Answering - 66
Copying - 79	Scheduling - 20	

3. Administrative functions would like to delegate?

Copying - 105	Tele Answering - 77	Proofing - 6
Filing - 128	Mail Distr - 10	Scheduling - 2
Coordinating - 3	Typing - 34	Class Doc - 2

Figure 6

4. When regular support is absent, who provides?

Action Officer - 119/45%

Other secretaries - 120/45%

No one - 25/10%

5. Receive phone messages promptly? (no response - 1)

Never	SOMETIMES	ALWAYS		
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
1/.4%	5/2%	41/16.1%	112/44.1%	95/37.4%

6. Number times mail distributed per day?

Twice - 169/67%                    2-4 times - 64/25%

4-8 times - 12/5%                    Periodic - 7/3%

Satisfied with delivery? ( no response - 1 )

Never	Sometimes	Always		
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
5/2%	11/4.4%	29/11.5%	122/48.2%	86/33.9%

7. Dictate?      Yes - 84/33.9%      No - 164/66.1%

Method used?

Steno - 23                    Dial dictation - 25                    Cassette - 22

No response - 14

Figure 6

8. Average time spent dictating?

Hours/week: 144.95 Total 2.16 avg per person

9. Adequate turnaround? (no response - 23)

Never	Sometimes	Always		
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
3/6.4%	1/2.1%	5/10.6%	21/44.7%	17/36.2%

10. Allow erasures? (no response - 1)

Never	Sometimes	Always		
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
9/3.6%	18/7.1%	107/42.3%	77/30.4%	42/16.6%

11. Research sources? Priority?

<u>Priority</u>	<u>Source</u>
1	Agency Files
2	Other Sources (ARs etc)
3	Other Agency Files
4	Army Library
5	Other Services (AF, Navy) files
6	OPTIMIS

Figure 6

12. Average time in minutes per day spent on following activities?

<u>Activity</u>	<u>Minutes/day</u>		
	<u>Low</u>	<u>Average</u>	<u>High</u>
Telephone Answering	2	43.7	180
Making Copies	1	24.1	150
Filing	5	15.2	90
Retrieving Files	3	20.1	95
Typing (11 agencies)	3	19.9	360
Preparing Reports	2	157.1	420
Scheduling	5	24.5	120
Assembling Documents	3	29.4	120
Errands	2	34.7	180

Total/day 368.7 minutes = 6.1 hours

13. Maintain convenience copies of files/action papers?

YES - 193/76%      NO - 61/24%

14. Average number of actions processed per month?

Low - 3      High - 500      Total 15,677

Average - 62

Figure 6

15. Average time spent on each action (percentage)?

Action	Low%	Average%	High%
Researching	5	32.6	90
Coordinating	1	18.9	80
Drafting	4	32.1	90
Waiting for Final	1	16.4	64

16. Time for researching limited by suspense dates?

(no response - 1) YES - 168/66% NO - 85/34%

17. Adequate research sources available?

(no response - 1) YES - 213/84% NO - 40/16%

18. What would you like to see in administrative system to make your job easier?

More/better quality administrative support - 135

WP/increased WP capability - 49

Better reproduction/copy support - 47

Central/better filing system - 46

Dictation capability - 15

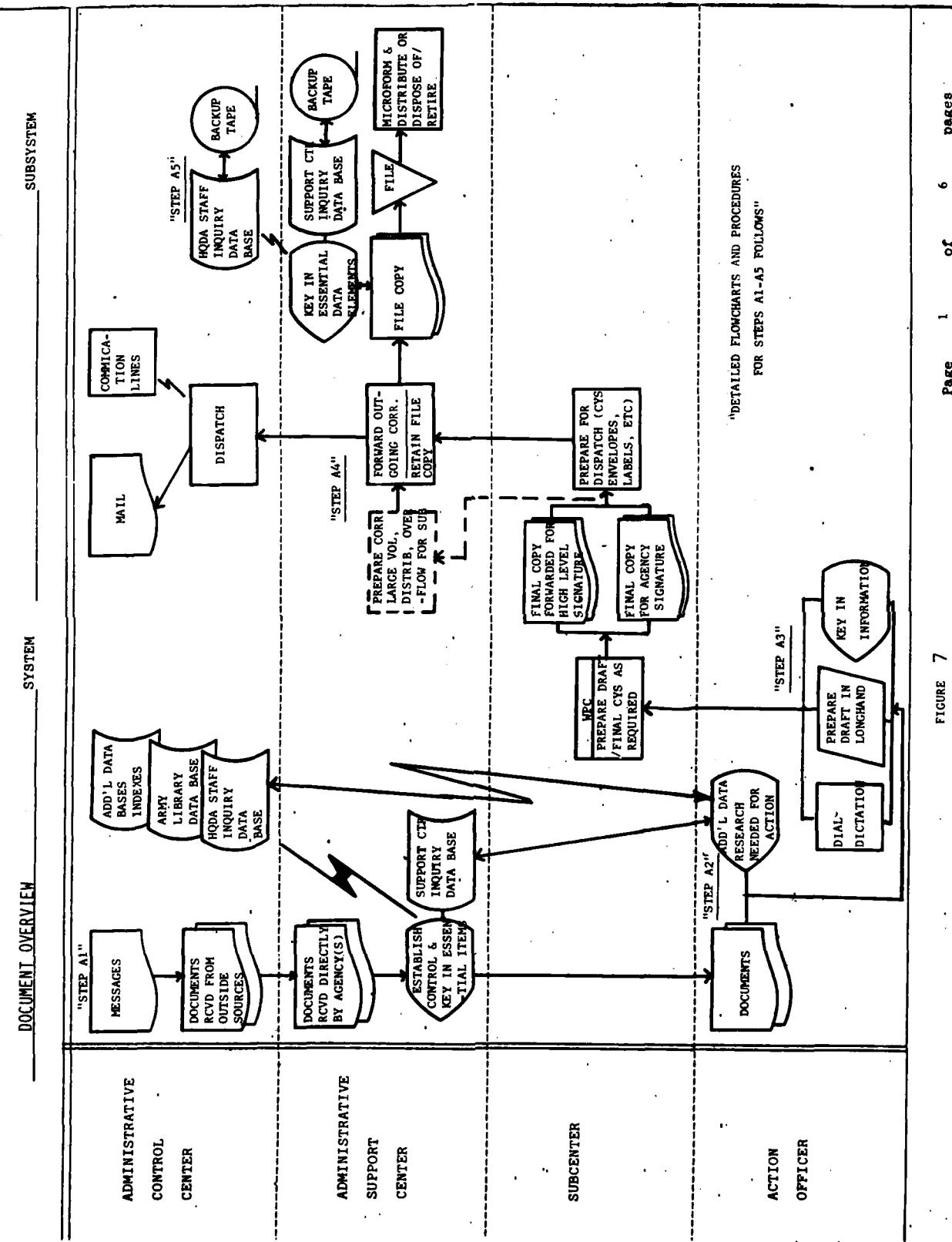
ADP support - 10

Messenger support - 6

Library service - 4

Graphic support - 2

Figure 6



Page 1 of 6 pages

FIGURE 7

Figure 7-1 DOCUMENT RECEIPT, TRACKING AND CONTROL

1. Documents and messages from outside sources will be received by the Administrative Support Center (ASC) for control through the Administrative Control Center (ACC). Correspondence addressed directly to an agency will be sent to the respective ASC for control purposes. Upon receipt of the document, a control number will be assigned and the suspense date annotated.
2. If the document has less than a 7 day suspense, the ASC will phone the Administrative Subcenter (AS) for the action officer's name and extension. The document will then be forwarded to the action officer directly from ASC. Low priority documents without a suspense date will be assigned a temporary suspense date (20 days from receipt) and forwarded down through the system to the action officer.
3. All correspondence and documents received in the system will be assigned a control number and the ASC will key (by terminal) essential data elements into their mini-computer data base for tracking and inquiry purposes. Some of the data elements kept on the data base will be originator, data originated, classification, document description, etc.
4. If the data elements are needed by action officers of other agencies for inquiry purposes, the elements will be buffered in the mini-computer and at a designated time polled by the HQDA Staff Inquiry Data Base in the ACC.
5. Every morning the ASC will produce a suspense listing of all incoming/outgoing documents and distribute to all levels of management for review and action. The administrative personnel receiving the listing will annotate the listing for updates and corrections. The listing will be returned to the ASC with the proper changes and used to update both the ACC and ASC data bases.

A1

## A - DOCUMENT SYSTEM 1 - RECEIPL TRACKING AND CONTROL SUBSYSTEM

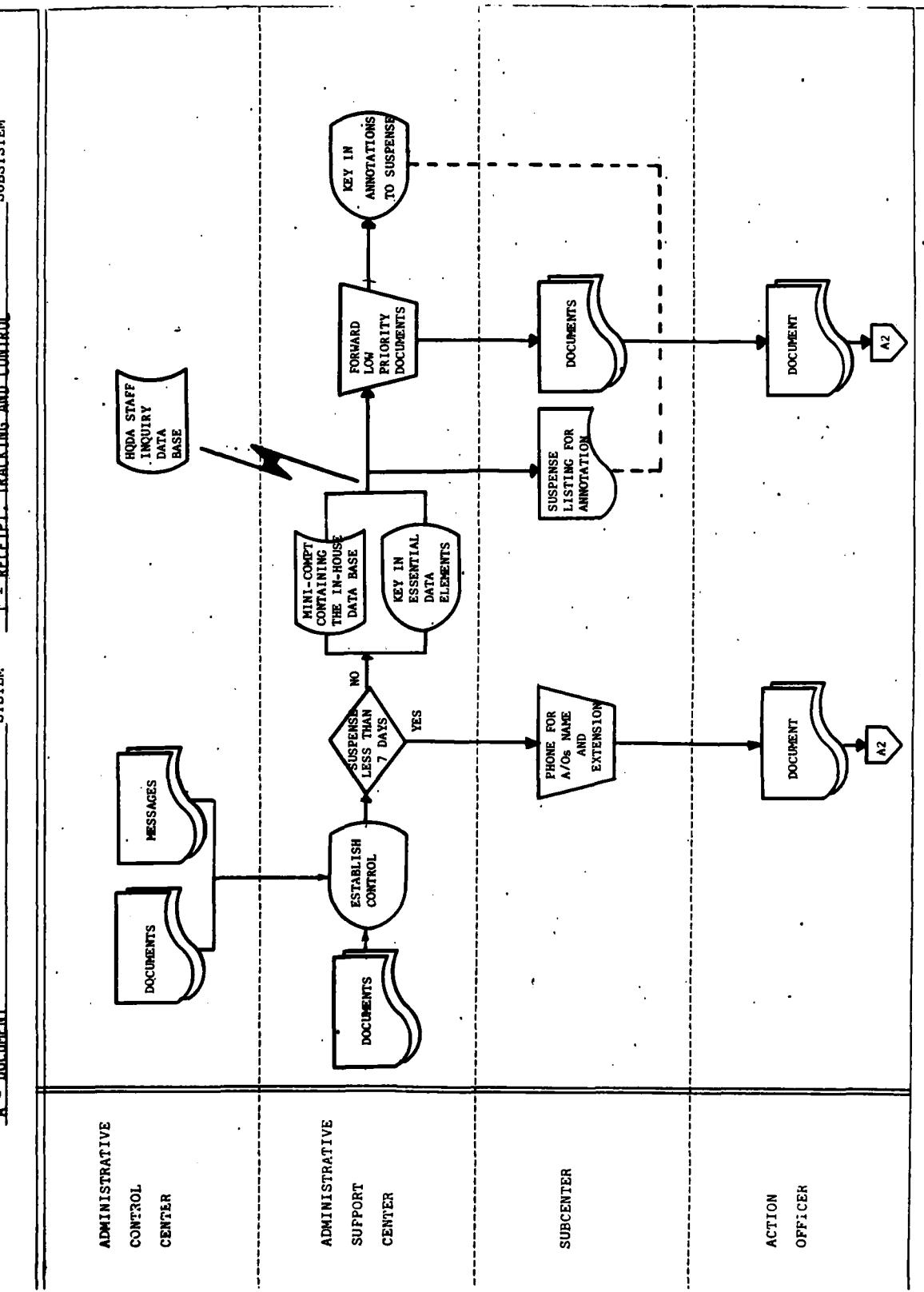


FIGURE 7-1

Figure 7-2 DOCUMENT RESEARCH

1. The action officer will review the incoming correspondence and determine if further research is needed to obtain backup material with which to prepare the reply. Backup information can be gathered by the action officer through the use of a terminal to query the data bases of the Administrative Support Center, HQDA Staff Inquiry, Army Library or additional data indexes for document description.
  
2. In addition, the action officer will have the capability (by use of a terminal) to request a hard copy or microform copy of the information needed for completing the action.

A2

A - DOCUMENT

2 - RESEARCH

SYSTEM

SUBSYSTEM

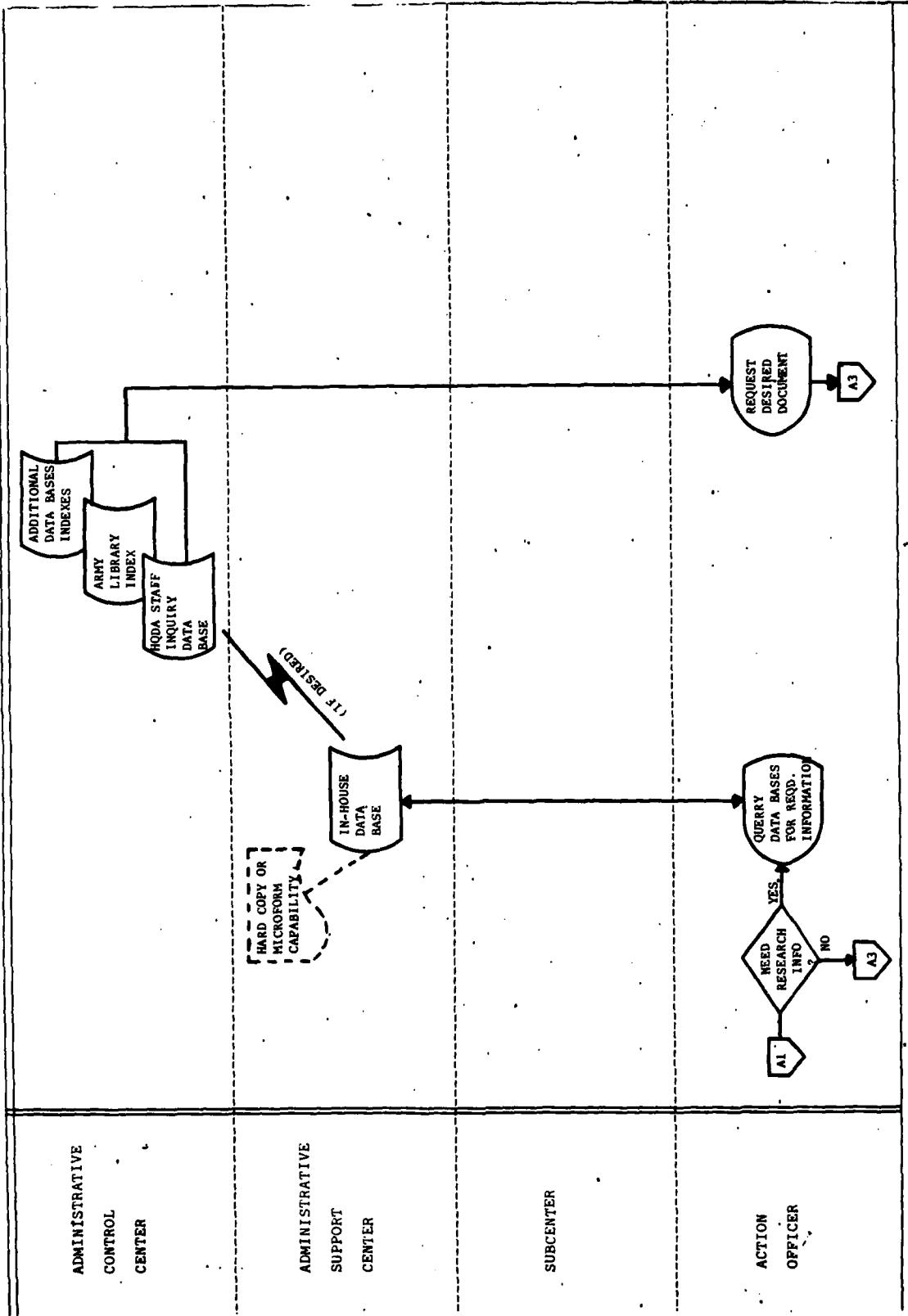


FIGURE 7-2

Page 3 of 6 pages

Figure 7-3 DOCUMENT PREPARATION/COORDINATION

1. The Word Processing Center (WPC) will prepare all correspondence in either draft or final form as required. The action officer can input to the WPC by means of dial dictation, terminal, OCR or longhand draft.
2. After receiving the finished product from the WPC, the action officer will initial the control sheet accompanying the action and forward within the agency for signature.
3. Correspondence signed at a level higher than agency will be forwarded, while agency signature papers will be prepared in final form from magnetic storage, signed and dispatched.

A3

A - DOCUMENT

3 - PREPARATION / COORDINATION

SUBSYSTEM

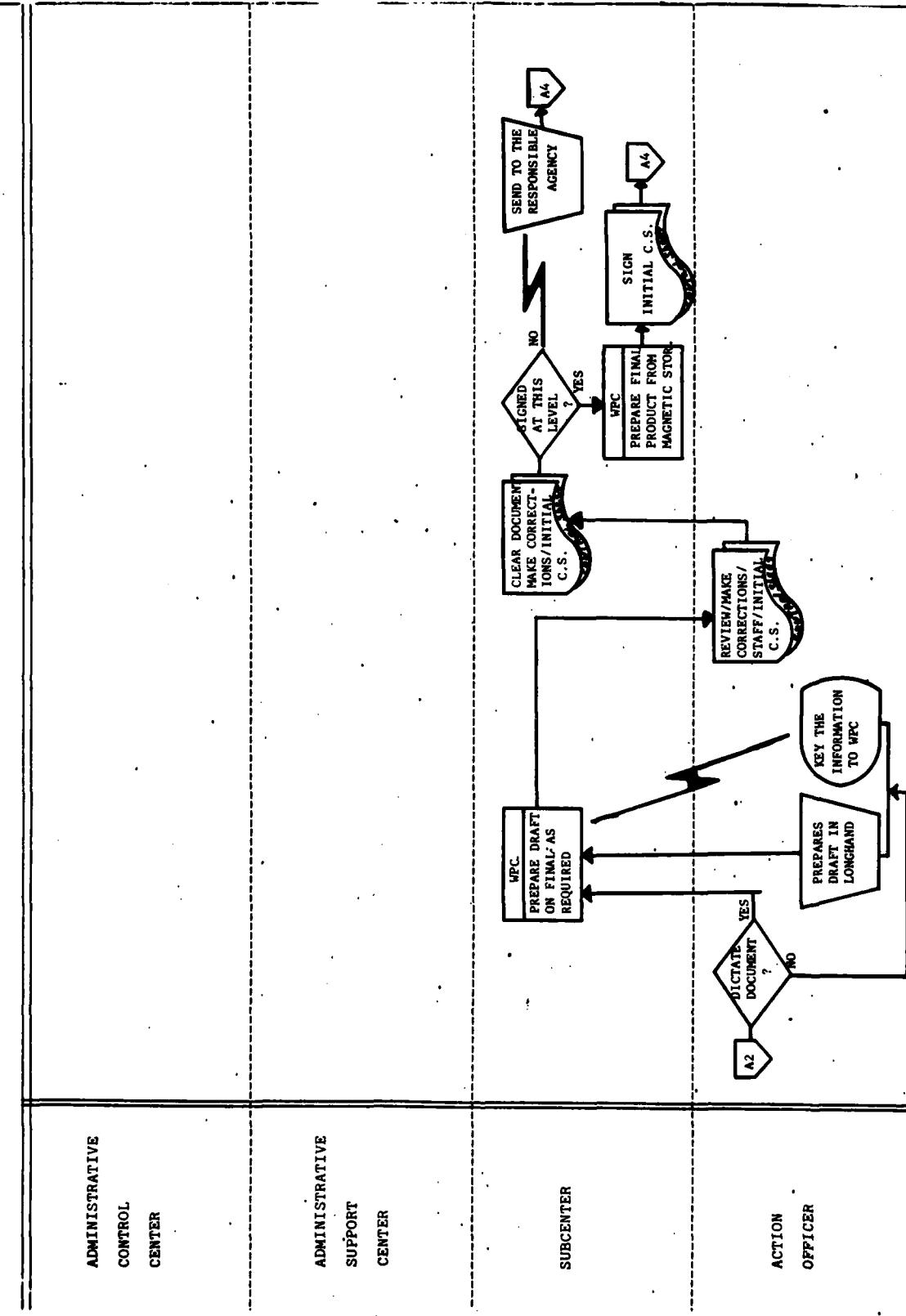


FIGURE 7-3

Page 4 of 6 pages

**Figure 7-4 DOCUMENT DISPATCH**

1. After correspondence (includes documents, action papers, letters, etc.) is coordinated and signed, the subcenter will make final preparations for dispatch. Dispatch preparation includes making copies (if needed), labels, envelopes, etc. and delivered to or picked up by the Administrative Support Center (ASC) for dispatching.
2. The ASC will assist the subcenter in the preparation of the documents for dispatching because of length of document to be copied, wide disbursement or the workload of the subcenter.
3. The ASC will retain the record copies for file and forward all outgoing correspondence for control purposes to the ACC for dispatch. Several options will be available for dispatch to include mail, facsimile, point-to-point communications (WP), intelligent copier, electronic mail.
4. If a paper is to be dispersed from the ASC by the communication media, the correspondence will be forwarded to the ACC for transmission.

SUBSYSTEM

4 - DISPATCH

SYSTEM

A - DOCUMENT

ADMINISTRATIVE  
CONTROL  
CENTER

ADMINISTRATIVE  
SUPPORT  
CENTER

SUBCENTER

ACTION  
OFFICER

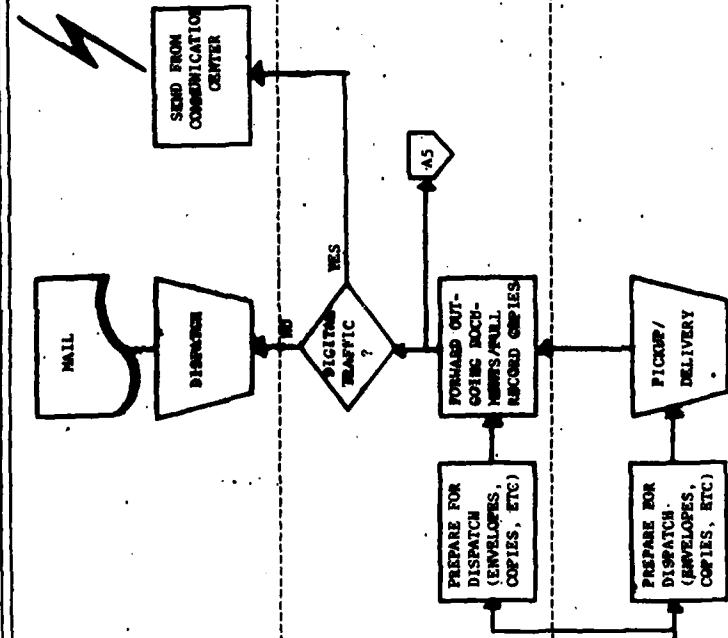


FIGURE 7-4 Page 5 of 6 pages

**Figure 7-5 DOCUMENT STORAGE**

1. Once the document has been signed and dispatched, a copy will be retained in the Administrative Support Center (ASC). The ASC personnel will key the essential data by terminal to the HQDA Staff Inquiry and Support Center Data Bases (if need be).
2. The documents will be placed in center files and purged at a later date (to be determined) for microform retention, disposition or retirement.
3. HQDA Staff and Support Center Data Bases will be backed-off to magnetic tape on a regular basis in case of system failures or as input to COOP.

A5

A - DOCUMENT

SYSTEM

5 - STORAGE SUBSYSTEM

ADMINISTRATIVE  
CONTROL  
CENTER



ADMINISTRATIVE  
SUPPORT  
CENTER

SUBCENTER

ACTION  
OFFICER

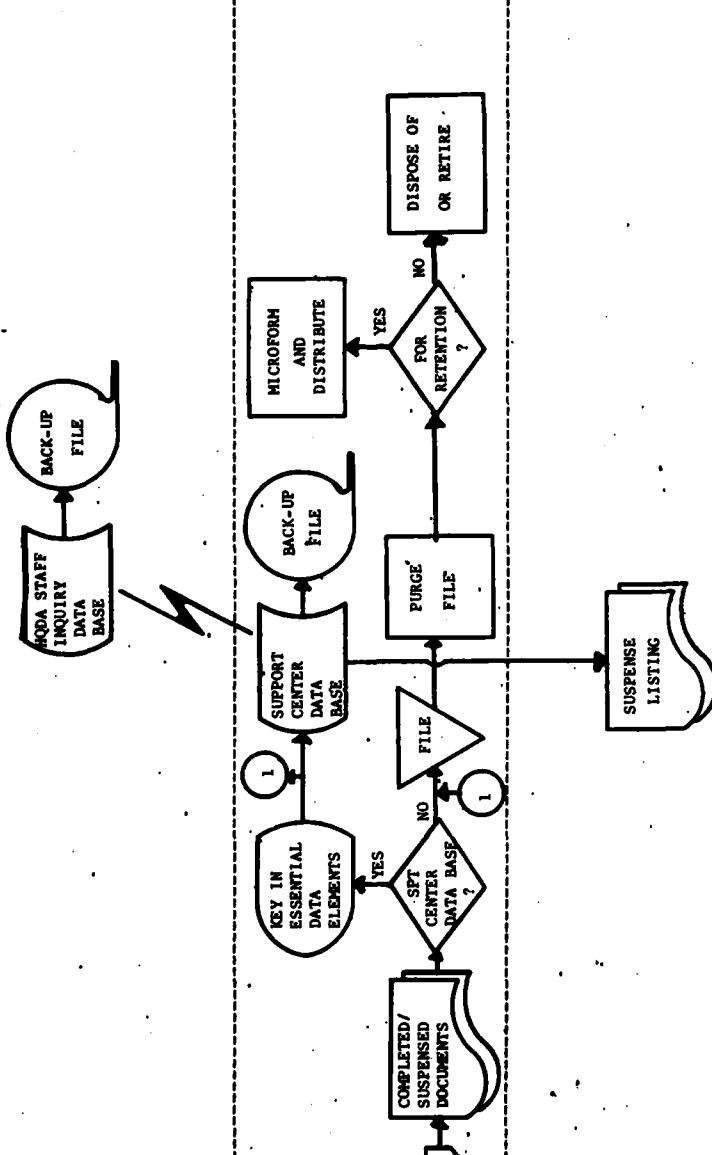


FIGURE 7-5 Page 6 of 6 pages

Figure 8-1 MANAGEMENT - CALENDARS AND SCHEDULES

1. Any person responsible for maintaining calendars or coordinating appointments will be able to inquire a calendar file by name of individual with whom the meeting should be held, search by day to the date desired, and fill in the attendees name and extension number.
2. If a meeting is desired between three or more persons, one inquiry, by names and length of time required, will direct the inquirer to the first open time and date for all parties concerned. Attendees names and extension numbers are then keyed in and all calendars are updated.
3. For those individuals designated (i.e., top officials and others who meet regularly across agency lines), their appointment calendars would be duplicated in a central file.
4. Persons responsible for maintaining calendars can print daily schedules for use of the action officer(s) concerned.

FIGURE 8-1

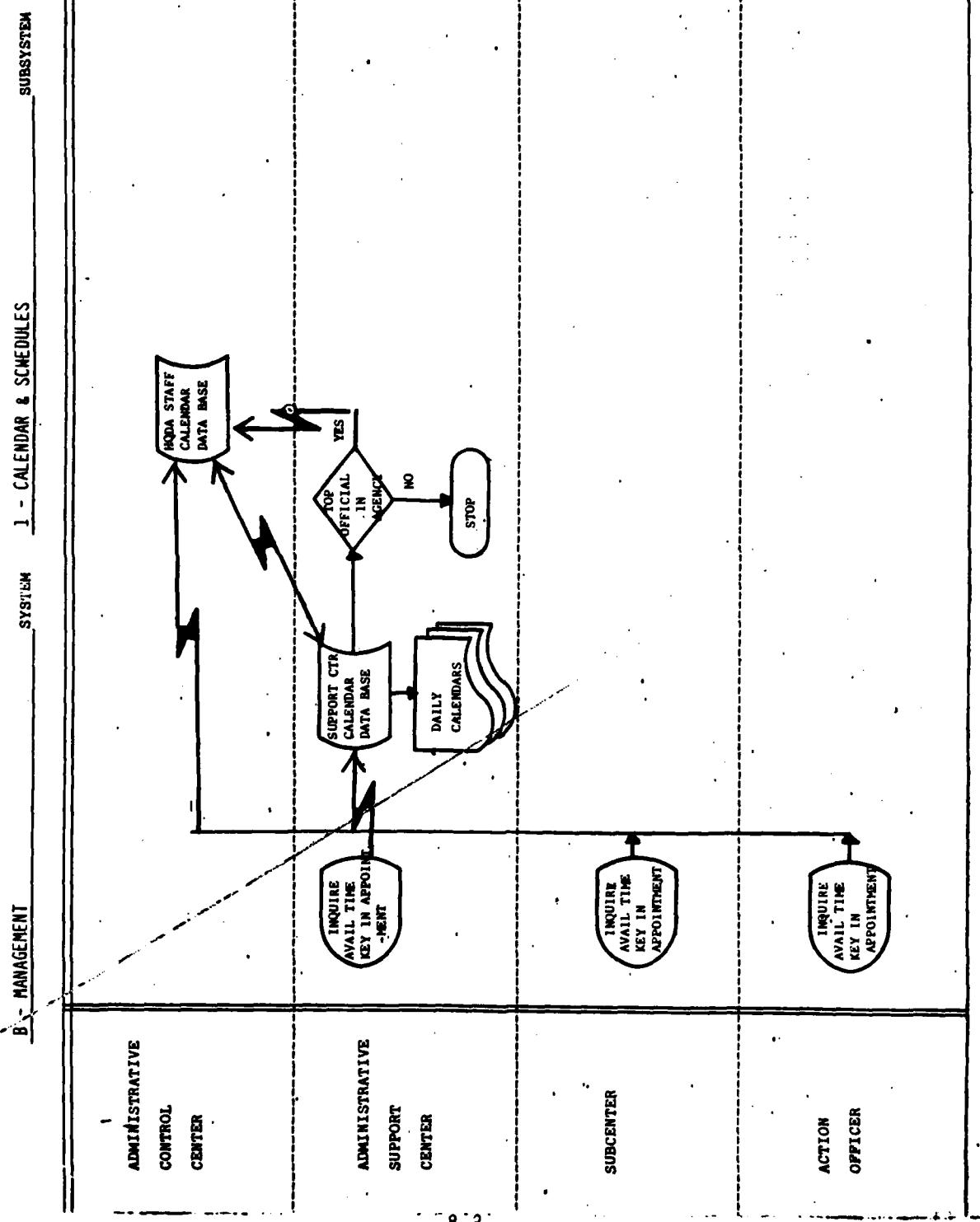


Figure 8-2 MANAGEMENT - ELECTRONIC MAIL

1. Any action officer can access an electronic mail system by on-line terminal to send information keyed in at that access or previously keyed material stored on magnetic media.
2. If the destination of the document is within the area served by the ASC, the document would be stored and routed electronically to the recipient. If the destination is within the area served by another ASC, the document would be routed via the ACC and stored on the ASC data base of the recipient, then routed. When the document is to be directed outside the system, it will be stored on the ACC electronic file and forwarded by a variety of possible means--FAX, TWX, intelligent copier or intelligent OCR.
3. When receiving action officers sign on to their terminals, a note will appear if there are any messages awaiting them. The action officer will have the options of reading the document, storing the document temporarily, filing it or destroying it, or replying to it.

B - MANAGEMENT

2-ELECTRONIC MAIL

SYSTEM

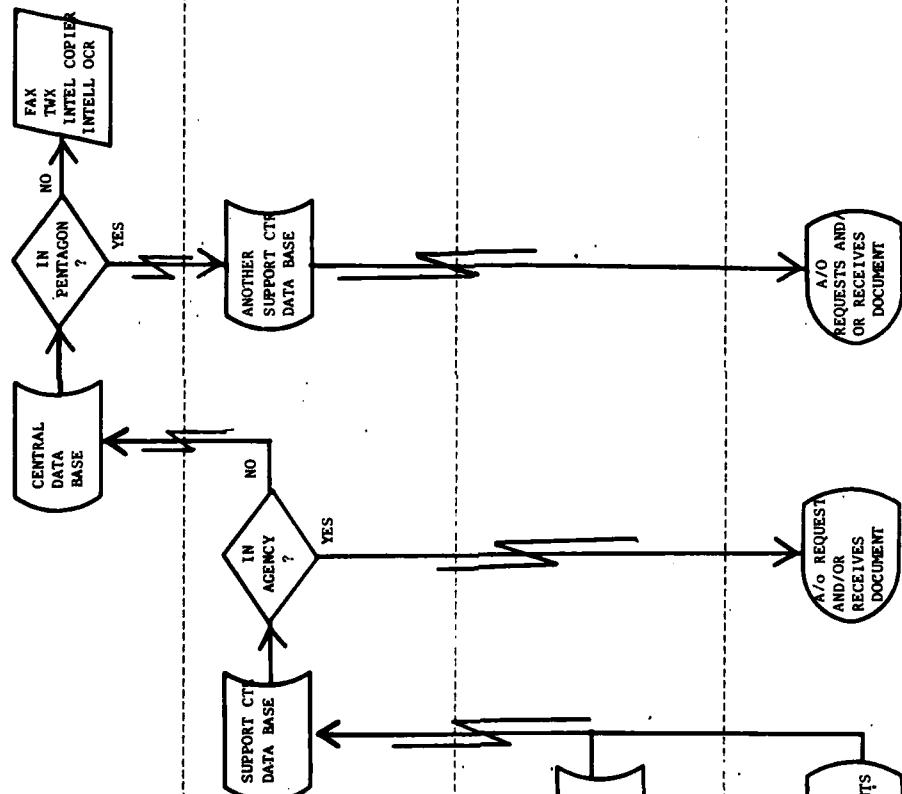
ADMINISTRATIVE  
CONTROL  
CENTER

ADMINISTRATIVE  
SUPPORT  
CENTER

SUBCENTER

ACTION  
OFFICER

SUBSYSTEM



**Figure 8-3 MANAGEMENT - PERSONNEL INFORMATION**

1. Information regarding an employee's name, agency, room number and extension will be keyed to a central information base by any individual responsible for maintaining rosters.
2. The information in the central file will be used: (a) to print agency and sub-agency rosters, (b) by the building locator, (c) by mail room to forward mail, and (d) to generate information for the DOD telephone directory.

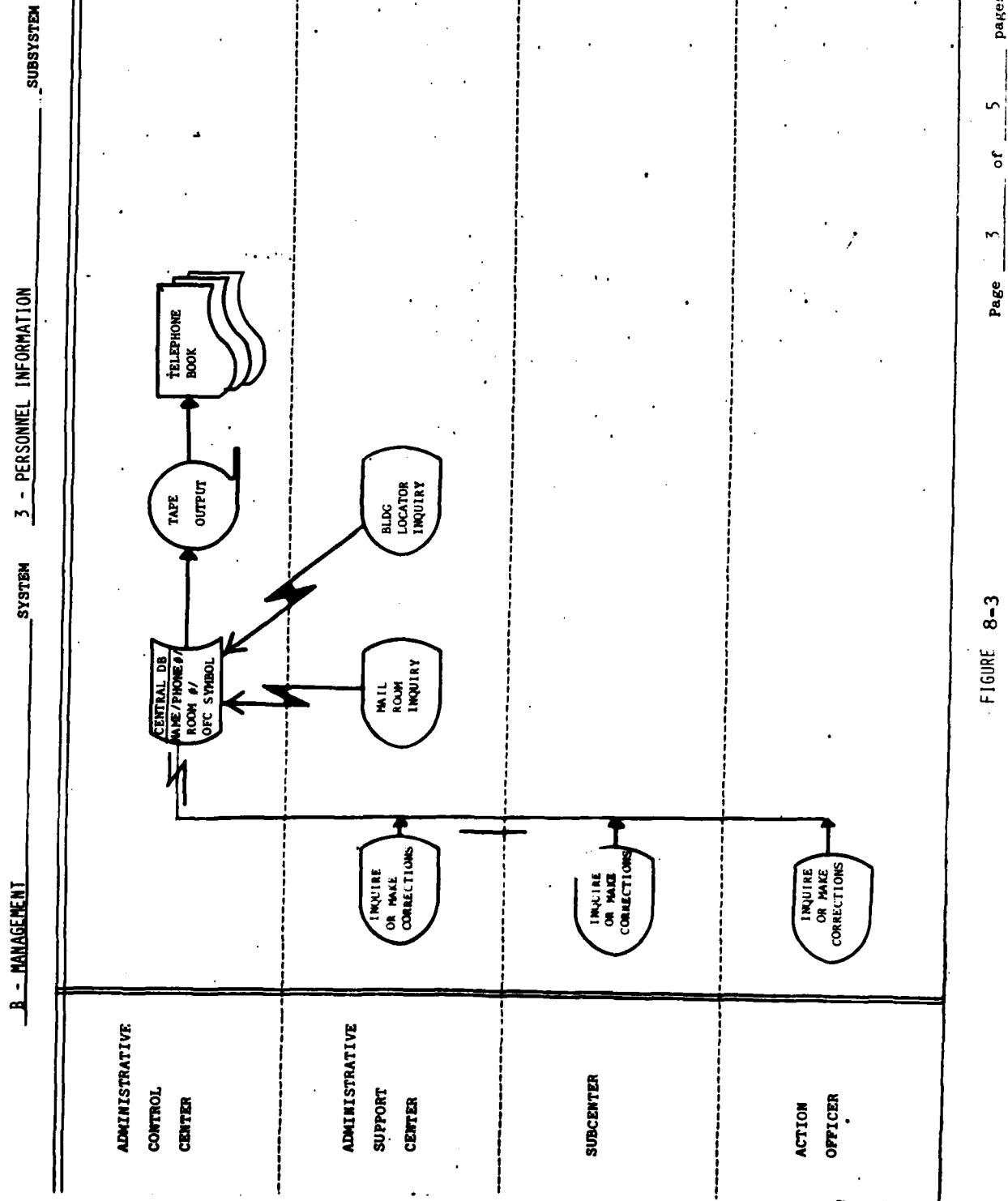
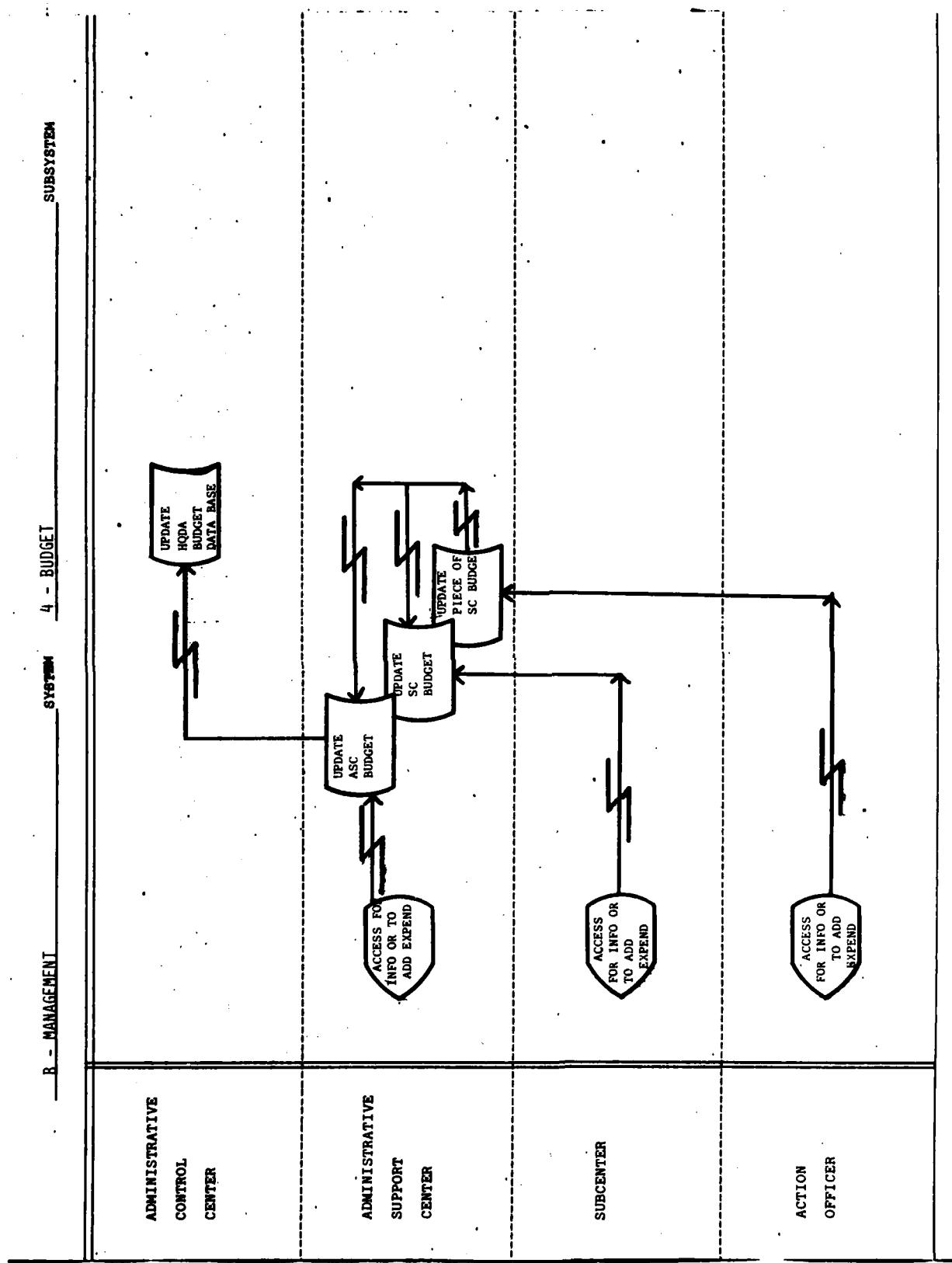


Figure 8-4 MANAGEMENT - BUDGET

1. Any person at any level of the organization who must keep records of funds expended and/or provide input to the new year's budget will have access to a central data base for their part of the budget cycle.
2. Each part of individual budgets will collectively update and create a subcenter budget; each subcenter budget will update and create an ASC level budget; the process will continue upward until all necessary budgets are drawn together to provide one HQDA budget file.
3. As funds are obligated and spent, entries will be made to the data base. Each new entry will adjust downward the line balance of funds remaining for the year.



**Figure 8-5 MANAGEMENT - INVENTORY**

1. Each person responsible for property accountability will have access through a terminal to a data base of various inventories.
2. Each inventory will make up a part of a larger inventory until, at the top, one total inventory will be created at HQDA level for various items of equipment.

B - MANAGEMENT

SYSTEM

SUBSYSTEM

5 - INVENTORY

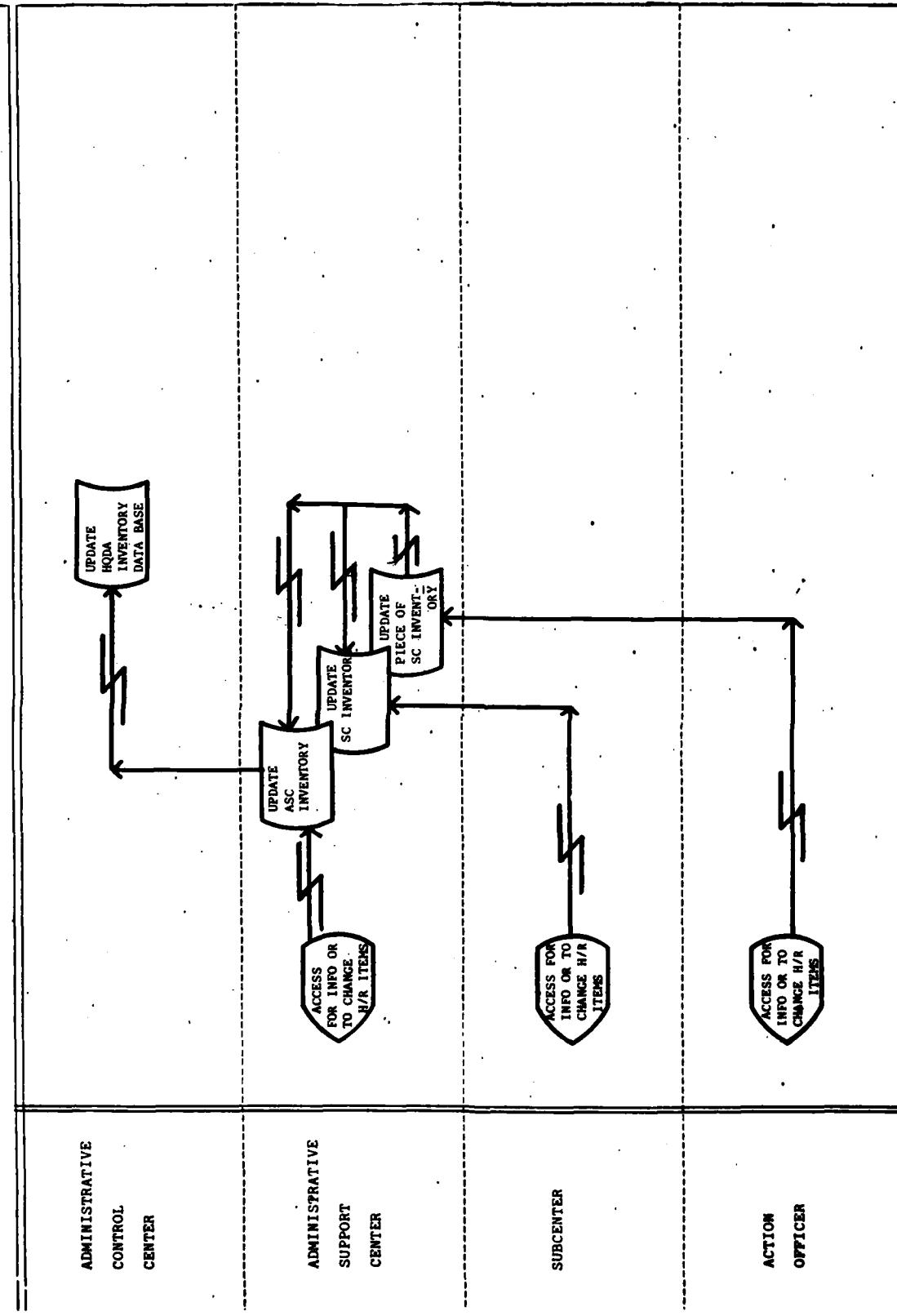


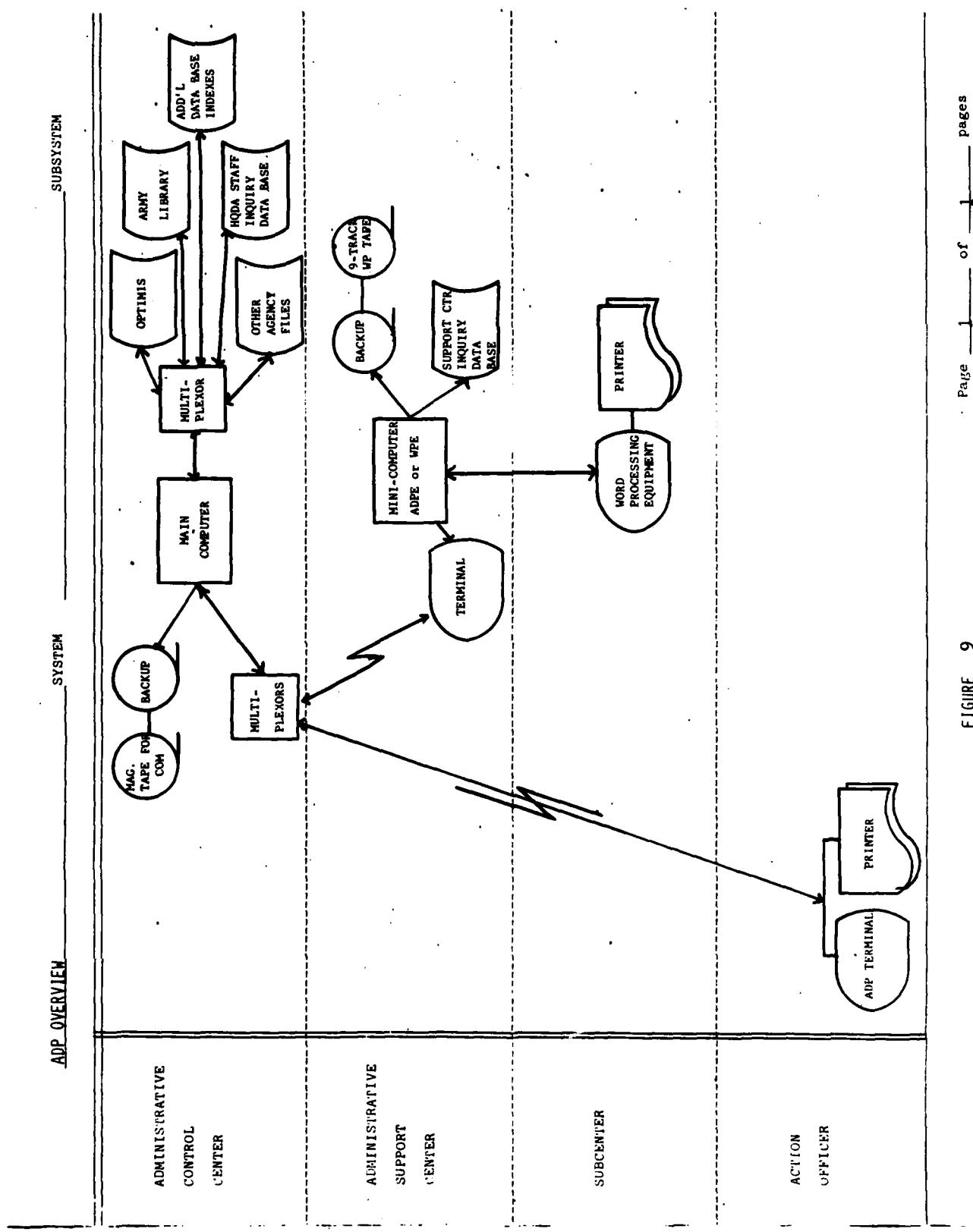
Figure 9 ADMINISTRATIVE SUPPORT SYSTEM - ADP OVERVIEW

1. ADMINISTRATIVE CONTROL CENTER (ACC): The main computer will be at a central location whether inhouse or a time-sharing company. Multiplexors would be hardwired to the main computer and used to connect a multitude of inquiry data bases to the terminals used by the HQDA action officers. The computer would have the capability to create the magnetic tapes needed to support the Computer Output Microform (COM) portion and backup tapes for system failures and COOP.

2. ADMINISTRATIVE SUPPORT CENTER (ASC): Will be supported by a mini-computer, either ADP or Word Processing configured. The mini will support the Admin Support Inquiry Data Base for the agency(s) with capabilities of backup magnetic tapes for system failures and word processing document storage or conversion. Word processing equipment will be used to update the HQDA Staff Inquiry Data Base.

3. SUBCENTER(S): Will be directly supported by a strong Word Processing capability for staff, action officer and administrative support personnel in preparing outgoing documents, letters, action papers, messages, etc. The word processing sub system will have its own storage capability. It will also use the mini in the ASC, giving the WPC more document storage capability and reducing or possibly eliminating paper files. Nine track magnetic tapes can also be produced for backup, input to COM and/or files transfer from one WPC to another.

4. ACTION OFFICERS (AO's): Will have terminals within the working environment for the purpose of inquiring backup information from multiple data bases in order to complete the action. Again the terminal will be connected to the multiplexors in the ACC for communication with these data bases. The terminals will also have printers connected to provide hard copy requirements of the action officer.



Page 1 of 1 pages

FIGURE 9

C. ADMINISTRATIVE SUPPORT		1. AUTOMATIC DATA PROCESSING		SYSTEM		1. AUTOMATIC DATA PROCESSING		SUBSYSTEM	
ADMINISTRATIVE CONTROL CENTER	HOST COMPUTER(S) BACKUP--SAME AS ASC	MANAGE HARDWARE AND SOFTWARE MAINTAIN INVENTORY OF TERMINALS AND EQUIPMENT MAINTAIN CENTRAL DATA BASE MAINTAIN CONTROLS PROVIDE BACKUP TO ASC'S	MINI-COMPUTER COMMUNICATIONS	MAINTAIN AGENCY(S) DATA BASE(S) INPUT TO DATA BASES	ADMINISTRATIVE SUPPORT CENTER	MINI-COMPUTER COMPATIBLE STANDALONE WPE COMMUNICATIONS	INPUT TO AGENCY DATA BASES	PORTABLE TERMINALS COMMUNICATING WPE (SMALL) CRT TERMINAL	ACTION OFFICER
SUBCENTER								QUERY ALL DATA BASES	

C. ADMINISTRATIVE SUPPORT SYSTEM		2. WORD PROCESSING SUBSYSTEM
ADMINISTRATIVE CONTROL CENTER	PHOTOCOMPOSITION OMNIFONT INTELLIGENT OCR READER COMMUNICATIONS BACKUP--SAME AS ASC	MANAGE WORD PROCESSING EQUIPMENT MAINTAIN INVENTORY OF EQUIPMENT MAINTAIN CONTROLS AND USAGE REPORTS GENERATE MEDIA OR GALLEYS FOR PHOTOCOMPOSITION PROVIDE BACKUP SUPPORT TO ASC'S
ADMINISTRATIVE SUPPORT CENTER	LARGE MINI-COMPUTER BASED WPE W/CRT'S COMMUNICATIONS DRAFT AND FINAL QUALITY PRINTERS 9-TRACK OR BLACK BOX INTERFACE INTELLIGENT OCR READER W/COMMO	FINALIZE LONG DOCUMENTS FOR PRINTING COMMUNICATION TO TWX. AUTODIN
SUBCENTER	MINI-COMPUTER BASED WPE W/CRT'S STANDALONE COMPATIBLE WPE COMMUNICATIONS OCR READER DRAFT AND FINAL QUALITY PRINTERS	PREPARE DRAFTS AND FINAL COPIES OF SHORT DOCUMENTS TYPE CLEARED DRAFTS OF LONG DOCUMENTS PRERECORDED LETTERS AND PARAGRAPHS
ACTION OFFICER	SMALL WPE W/COMMO AND OCR CAPABILITY ELECTRIC TW W/OCR CAPABILITY TERMINAL W/COMMO	PREPARE DRAFTS OF SHORT DOCUMENTS INALS ON INTRAA-OFFICE DOCUMENTS, MFR'S, ETC; MISCELLANEOUS TYPING (LABELS, ENVELOPES, ETC) ONE TIME TYPING JOBS ELECTRONIC STAFFING (ELECTRONIC MAIL)

C. ADMINISTRATIVE SUPPORT SYSTEM	3. FACSIMILE SUBSYSTEM
ADMINISTRATIVE CONTROL CENTER	<p>BACKUP -- SAME AS ASC</p> <p>MANAGE FACSIMILE PROGRAM MAINTAIN CONTROL AND USAGE REPORTS MAINTAIN INVENTORY RECEIVE INCOMING FAX MAIL (BACKUP TO ASC)</p>
ADMINISTRATIVE SUPPORT CENTER	<p>HIGH SPEED FACSIMILE GOOD TO EXCELLENT QUALITY COPY MULTIPLE COPY (DUPLICATION) CAPABILITY AUTO DIAL STACK FEED UNATTENDED MODE OF OPERATION</p>
SUBCENTER	<p>MEDIUM TO HIGH SPEED FACSIMILE GOOD COPY</p> <p>SEND AND RECEIVE HIGH VOLUME FAX MATERIAL MANY PAGE DOCUMENTS OR MULTIPLE ADDRESSEES</p> <p>SEND AND RECEIVE LOW VOLUME MATERIAL FEW PAGES IN EACH DOCUMENT TAKE ALL TRAFFIC BETWEEN OFFICE AND FOA'S</p>
ACTION OFFICER	

C. ADMINISTRATIVE SUPPORT SYSTEM	4. DICTATION SUBSYSTEM
ADMINISTRATIVE CONTROL CENTER	BACKUP--SAME AS ASC  MANAGE DICTATION PROGRAM • MAINTAIN INVENTORY MAINTAIN CONTROL AND USAGE REPORTS PROVIDE BACKUP TO ASC'S
ADMINISTRATIVE SUPPORT CENTER	DIAL-IN CENTRAL RECORDERS TRANSCRIBERS
SUBCENTER	DIAL-IN CENTRAL RECORDERS TRANSCRIBERS FOR PORTABLES AND DESK TOP UNITS DESK TOP UNITS AND PORTABLES
ACTION OFFICER	DESK TOP UNITS (FOR HEAVY USERS) PORTABLE UNITS TELEPHONE

C. ADMINISTRATIVE SUPPORT	SYSTEM	5. FILES/MICROFORMS SUBSYSTEM
ADMINISTRATIVE CONTROL CENTER	COM BACKUP--SAME AS ASC	MANAGE ALL RECORDS MAINTAIN CONTROLS AND EQUIPMENT INVENTORIES PROVIDE BACKUP SUPPORT TO ASC'S
ADMINISTRATIVE SUPPORT CENTER	MICROFORM STORAGE AND RETRIEVAL SYSTEM FILE COPIES (HARD CY AND MG) MICROFORM DUPLICATION CAPABILITY MICROFORM TRANSMISSION CAPABILITY READERS/PRINTERS	MAINTAIN MICROFORM AND/OR HARD COPY OF AGENCY FILES AND MATERIAL ON DATA BASE PROVIDE AGENCY(S) MATERIAL TO OTHER ASC'S MAINTAIN OTHER AGENCY(S) DOCUMENTS WHICH ARE REFERENCED ON CENTRAL DATA BASE (PROVIDE COPY TO AO UPON REQUEST)
SUBCENTER	MICROFORM RETRIEVAL SYSTEM MICROFORM STORAGE SYSTEM FILE COPIES (HARD COPY AND MG) SMALL MICROFORM DUPLICATION CAPABILITY READERS/PRINTERS	MAINTAIN MICROFORM AND/OR HARD COPY OF AGENCY FILES AND MATERIAL ON DATA BASE PROVIDE COPIES OF AGENCY FILES UPON AO REQUEST
ACTION OFFICER	READERS INFO COPIES ONLY	

C.	ADMINISTRATIVE SUPPORT	SYSTEM	6. COPIERS	SUBSYSTEM
	ADMINISTRATIVE CONTROL CENTER	BACKUP--SAME AS ASC	MANAGE ALL COPY FACILITIES MAINTAIN INVENTORY MAINTAIN CONTROLS AND USAGE REPORTS PROVIDE BACKUP TO ASC'S	
	ADMINISTRATIVE SUPPORT CENTER	LARGE COPY MACHINE DRY PROCESS-BOND PAPER REDUCTION CAPABILITY 2 SIDE CAPABILITY LARGE COLLATOR LEGAL SIZE PAPER COLLATOR-STAPLER INTELLIGENCE COMMUNICATIONS	FOR MAKING 15+ COPIES OF MORE THAN 10 PAGES CONTROLLED ACCESS--DEDICATED OPERATOR OR ONLY TRAINED PERSONNEL	
	SUBCENTER	MEDIUM SIZE COPY MACHINE DRY PROCESS BOND PAPER SMALL COLLATING CAPABILITY 2 SIDE CAPABILITY LEGAL SIZE PAPER	FOR MAKING 5 - 15 COPIES OF 5 - 10 PAGES SECRETARY ACCESS ACTION OFFICER ACCESS	
	ACTION OFFICER	SMALL SIZE COPY MACHINE DRY PROCESS BOND PAPER LEGAL SIZE PAPER	FOR MAKING 1 - 5 COPIES OF LESS THAN 5 PAGES ACTION OFFICER ACCESS SECRETARY ACCESS	

C. ADMINISTRATIVE SUPPORT		SYSTEM	7. TYPENRITERS	SUBSYSTEM
ADMINISTRATIVE CONTROL CENTER	ELECTRIC TW W/OCR CAPABILITY			SMALL TYPING JOBS ONLY DRAFT INPUT TO MP OR ADP SYSTEMS ONE-TIME TYPING JOBS
ADMINISTRATIVE SUPPORT CENTER	ELECTRIC TW W/OCR CAPABILITY		DITTO	
SUBCENTER	ELECTRIC TW W/OCR CAPABILITY		DITTO	
ACTION OFFICER	ELECTRIC TW W/OCR CAPABILITY		DITTO	

PERSONNEL		SYSTEM	SUBSYSTEM
ADMINISTRATIVE CONTROL CENTER	SYSTEM MANAGER AND SUPERVISOR ADP MANAGER AND PROGRAMMERS NP MANAGER AND SPECIALISTS RM MANAGERS LIBRARY SCIENCE MANAGERS TELECOMMUNICATIONS MANAGERS	(ALL OR A COMBINATION OF ALL OF THE ABOVE) ASC SUPERVISOR MP OPERATORS ADMINISTRATIVE SUPPORT SECRETARIES FILE CLERKS CLERKS	
ADMINISTRATIVE SUPPORT CENTER		(ALL OR A COMBINATION OF ALL OF THE ABOVE) SC SUPERVISOR	SUBCENTER
			TRAINED ACTION OFFICERS TRAINED ADMINISTRATIVE SUPPORT PERSONNEL
			ACTION OFFICER

ANNEX A

Memo 340-10

MEMORANDUM  
No. 340-10

HEADQUARTERS  
DEPARTMENT OF THE ARMY  
Washington, DC, 25 January 1979

Expires 25 January 1982

OFFICE MANAGEMENT

ARMY STAFF AUTOMATED ADMINISTRATIVE

SUPPORT SYSTEMS (ARSTADS) STUDY GROUP

1. Purpose. This memorandum--

- a. Announces the establishment of the Army Staff Automated Administrative Support System (ARSTADS) Study Group.
- b. Announces the establishment of a General Officer Steering Group to review and evaluate findings and recommendations of the study group.
- c. Provides for the development of a long-range plan for an integrated system capable of providing consolidated administrative support to Headquarters, Department of the Army. The system will effectively utilize word processing, micrographics, reprographics, records management, data processing, electronic transmission, and related technologies.

2. Explanation of Terms.

a. Office Systems. Those integrated procedures, methods, and/or equipment that are used to improve administrative processes. Office systems may make use of word processing, reprographics, micrographics, electronic transmission, automated files and retrieval systems, and other methods. This definition recognizes that individual office systems or components and functional areas which affect office administrative processes cannot be viewed in isolation but must be considered in relation to total office requirements.

b. Word Processing. The transition of a written, verbal, or recorded word to verbal, typewritten, or printed form through some form of storage medium that permits the information to be manipulated conveniently before it is committed to final copy.

c. Reprographics. Refers to the reproduction and duplication of documents, written materials, drawings, designs by photocopy, offset printing, microfilming, office duplicating, etc. Also includes all auxiliary binding operations.

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d. Micrographics. The science, art, and technology of document and information miniaturization, convenient storage, and easy retrieval for reference and use.

e. Electronic Transmission. The use of telecommunications for the transmission of fixed images of digital information to remote terminals in a permanent or digital form.

f. Automated Files and Retrieval Systems. Mechanical or electronic systems used to automate or speed the storage and retrieval of paper and/or microform files.

g. Library Science. The science of cataloging and indexing data/information for reference, access, and research purposes.

3. Objectives. The primary objectives are to--

a. Review and evaluate the method(s) of providing administrative support to Headquarters, Department of the Army (OSA, OCSA, SSA).

b. Develop a long-range plan for providing integrated administrative support utilizing available and evolving office automation technologies.

4. Guidelines.

a. The administrative support system will be planned/developed utilizing existing and evolving state-of-the-art technology so that future expansion/upgrade/modification can be economically accomplished without item or system replacement.

b. The system developed must provide the capacity for continuity during a transition to wartime status, to include support for alternate locations for HQDA.

5. Assumptions.

a. No single HQDA system meets all anticipated administrative support requirements of the future.

b. Suitable systems can be developed using existing technologies.

c. Existing and anticipated personnel constraints make this a high priority effort.

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- d. The system developed will have a cost benefit advantage.
- e. Classified documents and information will be part of the system.

6. Methodology.

a. Data collection.

(1) Data collection will include a review of agency organizations, missions, functions, staffing ratios, and existing systems.

(2) Interviews with agency executive officers and administrative officers/personnel will be conducted to determine agency requirements.

d. Data analysis. Information and documentation collected will be analyzed and evaluated to identify areas for improvements; potential of existing systems for inclusion in the overall plan; personnel, equipment, and facilities requirements.

c. A Phase I report will be prepared based upon the results of the data analysis. The milestone for completion of Phase I (Requirements Definition) is March 1979.

d. The General Officer Steering Group will approve the Phase I report prior to the initiation of Phase II (Implementation).

7. Responsibilities.

a. The General Officer Steering Group will--

(1) Convene at the call of the chairperson.

(2) Review and evaluate findings and recommendations of the ARSTADS Study Group.

(3) Submit approved recommendations to the Director of the Army Staff.

b. The Army Staff Automated Administrative Support System (ARSTADS) Study Group will--

(1) Perform data collection and analysis.

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(2) Conduct In-Process Reviews (IPR's) and briefings as required or as directed by the General Officer Steering Group.

(3) Prepare the Phase I report and submit findings and recommendations to the General Officer Steering Group.

c. The Adjutant General will--

(1) Be responsible for the conduct of the study.

(2) Arrange for required membership.

(3) Provide administrative support (clerical, space, and equipment) for the study group and the General Officer Steering Group.

d. Army Staff Agencies--

(1) Provide membership to the General Officer Steering Group as specified in paragraph 8a, below, and to the planning group as requested by TAG.

(2) Will designate points of contact (POC) for administrative system matters. POC will assist in onsite review and data collection. Agencies will report changes in POC to Mr. Bielenberg, extension 55061.

e. The Director of Management (DM), OCSA will--

(1) Coordinate the efforts of the study group with related efforts.

(2) Provide the study group with information, assistance, and point-of-contact.

8. Composition.

a. The General Officer Steering Group.

(1) The DM, OCSA, is designated chairperson.

(2) The Administrative Assistant, OSA, will serve as a member.

(3) ODCSRDA, OACSAC, and OTAG will provide general officer membership. ODCSOPS and ODCSPER may provide general officer membership if they so desire.

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b. The ARSTADS Study Group.

(1) The group will be comprised of personnel with expertise in word processing, data processing, micrographics, reprographics, records management, communications, and related technologies.

(2) TAG will provide personnel for full-time membership. ACSAC; Staff Management Division (SMD), OCSA; and Coordinator for Headquarters Services, Washington will provide personnel/assistance on an as required basis.

9. Resource Requirements.

a. Funds for travel, per diem, and overtime will be provided by each participant's parent activity.

b. Funding for Phase II procurement and contractual support will be addressed subsequent to the completion of Phase I.

(DAAG-OPZ-E)

By Order of the Secretary of the Army:

BERNARD W. ROGERS  
General, United States Army  
Chief of Staff

Official:

J. C. PENNINGTON  
Brigadier General, United States Army  
The Adjutant General

Distribution:  
Headquarters, Department of the Army

ANNEX B

HQDA AGENCY/OFFICE SUMMARY ANALYSIS

This annex contains a summary analysis for each HQDA agency or separate Office surveyed by the ARSTADS Study Group. The index to these summaries is listed below:

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1      Office of the Secretary of the Army	B-1-1
2      Office of the Chief of Staff of the Army	B-2-1
3      Deputy Chief of Staff for Personnel	B-3-1
4      Deputy Chief of Staff for Operations	B-4-1
5      Deputy Chief of Staff for Logistics	B-5-1
6      Deputy Chief of Staff for Research & Development	B-6-1
7      Comptroller of the Army	B-7-1
8      Assistant Chief of Staff for Intelligence	B-8-1
9      Assistant Chief of Staff for Automation and Communications	B-9-1
10     Office of the Adjutant General	B-10-1
11     Office of the Chief, Army Reserve	B-11-1
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13     Office of the Judge Advocate General	B-13-1
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17     Office of the Inspector General; Inspector General Agency	B-17-1

Appendix 1 to Annex B

Survey Summary

Office of the Secretary of the Army

1. General. A number of the elements of the Office of the Secretary of the Army were surveyed or examined during the period 23 January-30 March 1979. The survey was initiated with a briefing for the Administrative Assistant; The Deputy Administrative Assistant; Special Assistant, Headquarters Services, Washington; and Chief, Resource Management Office. Information was provided as to personnel, organization, mission, functions and problem areas. Questionnaires were distributed to action officers and administrative/secretarial personnel. Finally, interviews were conducted with personnel (primarily executive officers) at Secretariat level.
2. Personnel. The office-wide ratio of administrative/secretarial personnel to action officers is one for every two (1.8) action officers (includes managerial personnel).
3. Equipment. A listing of support equipment was not provided. The interviews conducted showed that typewriters available were in some cases quite old, word processing equipment was primarily tape and card based, and a minicomputer with CRTs was available for support of the ASG system.

4. Interview/Questionnaire Comments.

a. Interview Comments. Interviews were conducted with eight personnel. A synopsis of those comments follows:

(1) Administrative support is generally considered adequate.  
(2) Word processing equipment is available and used by some offices. The primary objection to word processing is with the centralized concept.

(3) There is a definite need and desire for an automated indexing and retrieval capability.

(4) Copy support is not a problem. There are adequate copiers available but they don't always produce the desired quality.

(5) Mail occasionally gets misrouted.

(6) Suspenses are usually met and there are many short fuses.

White House cases have fixed suspenses and are normally met with interim replies.

b. Administrative/Secretarial Questionnaire Comments. A total of eight secretarial/administrative support personnel were surveyed.

(1) Of the eight personnel surveyed, four reported working overtime for a total of 51 hours per month. Six assisted personnel outside of their offices at least some of the time, primarily with typing and mailing. All indicated that their supervisors delegated work at least some of the time and four indicated he/she could delegate more. Only one reported having word processing available but did not use it. Seven reported maintaining an internal suspense system for an average of 1-1/2 hours per week.

(2) The typing workload survey indicated that an average number of 40 pages were produced weekly, 87 percent of which were 1-3 pages in length. Primary work input was longhand (39 percent), typist composed (24 percent) and shorthand (16 percent). Work output was primarily original typing (64 percent) and revision typing (28 percent).

(3) Seven of the eight surveyed responded to the activity worksheet. Of all activities performed, the top five were: typing (34 percent), telephone answering (12 percent), proofreading (9 percent), calendars/scheduling (8 percent), and mail distribution (6 percent). The top five priorities were in order: (1) quick copy, (2) telephone answering, (3) filing and files retrieval, (4) calendars/scheduling, and (5) copying.

c. Action Officer Questionnaire Comments. A total of eight action officers responded to the survey.

(1) All surveyed indicated they were getting better than average administrative/secretarial support and considered typing, filing, telephone answering, scheduling and copying as the most important administrative functions.

(2) Five personnel had other support when their normal support was absent. One provided his own support and two had no backup support.

(3) Three AOs used dictation (steno) for an average of three hours per week. They reported better than average satisfaction with turnaround.

(4) Six indicated they had adequate sources available for research and rated agency files as their number one source. Four kept convenience files. Three indicated their researching was limited by suspense dates. The average number of actions per AO per month was 148.

(5) In the average day, AOs were spending 39 percent of their time on administrative duties such as copying, filing, assembling documents and running errands.

(6) When asked what they would like to see in the way of improvements, better filing capability and dictation capability were the top items.

5. Overview. General information was provided as to key documents (i.e., those with archival value), planned equipment changes and administrative support problem areas.

a. Documents listed as key were: authorization and budget documents, policy documents, legislative documents, FOIA, public affairs and historical documents.

b. A word processing equipment study was planned in one element and another had planned for dictation equipment.

c. Problem areas surfaced were: routing problems, time lag for repairs, and inadequate copy machines.

6. Summary. Generally, OSA elements had adequate administrative support and made good use of equipment available. Some state-of-the-art word processing equipment was available. The lack of the kind and degree of problems experienced below agency level is attributed to the fact that more emphasis is given to alleviate problems at the secretariat level.

Appendix 2 to Annex B

Survey Summary

Office of the Chief of Staff, Army

1. General. The office of the Chief of Staff, Army, was surveyed during the period 18 January-14 March 1979. The survey was initiated with an orientation briefing to the agency point of contact. The agency furnished information as to personnel, organization, mission, functions, equipment and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to directorate level. The Army Audit Agency (USAAA), a field operating agency of OCSA, was not included in this survey since it has not yet relocated to the Pentagon.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one for every three (2.6). For purposes of this survey, "action officer" is defined as all other than administrative/clerical support personnel to include managers/supervisors. The ratio of administrative/clerical personnel to action officers below directorate level is one to three (2.6). OCSA manages a pool composed of about 50 military and civilian hire-lag personnel who are used primarily to administratively support various study efforts. These personnel are not included in the aforementioned ratios.

3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:

- a. Typewriters: The agency has 133 IBM typewriters, plus a total of 25 Olivetti, Royal, SCM and Underwood for a grand total of 158 machines.
- b. WP Equipment: Eleven IBM MTSTs, Model IV, are scattered throughout the agency. Also available are six Remington MC 200s, one IBM 900, and one Astrocomp 8080. The organization has 30 dictating units on hand.
- c. Copiers: OCSA has 11 copiers to include four Xerox 2400s and one Xerox 7000.
- d. ADP: OCSA is on the ASG system and has five Inforex terminals and three serial printers.
- e. Micrographics: The agency has a source document micrographic section employing an AB Dick/Scott 200/98 Recorder/Processor. Also on hand are: a Viewer/Verifier, duplicator and reader/printer. An Access M system is used for microfiche storage.
- f. Other: The agency also uses four Lektriever file systems, one Remington Kardveyor, and one Novak Conveyor (for document movement within the support center).

4. Interview/Questionnaires Comments.

- a. Interview Comments: Interviews were conducted with six personnel. A synopsis of those comments follows:
  - (1) There was no indication of personnel problems among those interviewed.

(2) It was expressed that there must be a better way to handle backchannels. A desire for decentralized WP was also expressed.

(3) Problems with ADP support include inability of retrieving messages from the PTC in a timely manner, more responsive document control file, more and better equipment and automation support of the action officer.

(4) More and better copiers are desired.

(5) The idea of suspense control is viewed as a necessary evil and as something that will not change until the way business is conducted changes. A particular complaint is the delay caused by each step through which suspenses travel on their way to the AO.

b. Administrative/Secretarial Questionnaire Comments. Eight administrative/secretarial support personnel were surveyed.

(1) Seven of the eight personnel responding indicated that they worked overtime for a total of 85 hours per month. Only two indicated that they never assisted administrative personnel outside of their offices. Jobs most frequently performed by those that did, were typing and filling in (physically) for another secretary. There was satisfaction with the way supervisors delegated work; only three indicated that more could be delegated and those jobs were described as doing basic correspondence and tasking routine correspondence on behalf of the supervisor. The only activity mentioned as something which could be performed elsewhere was mail pickup and delivery. Only one person indicated that a WPC was available and used it. Six of the individuals maintained an internal suspense system, spending an average of 30 minutes a day doing it.

(2) The typing workload summary indicated that the average number of pages produced weekly was 55 with 47 percent being 1-3 pages in length and 35 percent 15 pages or more. Input was primarily copy type (39 percent), followed by longhand (28 percent), and that composed by the typist (22 percent). Fifty-nine percent of the output was original typing while revision typing accounted for the remainder. Special requirements included classified typing (8 pages per week) and camera-ready (13 pages per week).

(3) The activity worksheet indicates that typing took the largest portion of the time (22 percent), followed by telephone answering (19 percent) and incoming mail (11 percent). Priorities were perceived as being proofreading, report writing, taking shorthand, making copies and maintaining calendars and schedules. Filing was the most disliked activity.

e. Action Officer Questionnaire. Twelve AOs were surveyed in OCSA. A synopsis of those comments follows:

(1) Ten AOs indicated the support provided was average to excellent, with seven indicating the highest category. Typing was considered the most important by 11 AOs with copying listed six times, filing five, telephone answering four and scheduling three.

(2) Copying, filing and telephone answering were listed as administrative functions performed by the AOs that AOs would like to have performed for them. Five AOs indicated that there are other administrative personnel available to support them when their own support is absent. Seven AOs indicated they assume the jobs.

(3) AOs were pleased with the way telephone messages and mail/distribution are being handled. Most AOs (19) thought distribution was

received twice a day, three thought it was as many as four, but all were satisfied.

(4) Only one AO used dictation (steno) for an average of 30 minutes a week.

(5) Only one AO indicated that erasures were never allowed. Three indicated that they were always allowed in their work.

(6) The primary research tool was the agency's files. Files in other agencies and the Army Library were listed as second and third choice, respectively. Eleven AOs stated that they maintained convenience copies of actions. Four AOs indicated that the sources for research were inadequate, and five AOs said that their research was limited by the suspense imposed on the action.

(7) The average amount of actions processed in a month was 99; however, that was based on a range of 10 to an exceptional high of 500 (the next lower high was 100). In processing those actions, the AOs efforts were devoted to research (39 percent), coordinating (32 percent), drafting (18 percent), and waiting (11 percent).

(8) AOs spent an average of 51 percent of their time on such administrative duties as: assembling/collating their actions, answering phone calls, scheduling and record keeping, making copies, etc., in that order.

(9) The most desired administrative support improvements included: responsive computer support, dictating capability, word processing support, and automatic systems with interface capability, e.g., word processing interface with ADP.

5. Agency Overview. OCSA provided information as to administrative operations within the agency, to include: planned equipment or operations changes, administrative support problems, and related matters.

a. OCSA provides technical support to the ASG correspondence control system; OSA is the data base manager.

b. Documents considered key and/or critical include: resource management policies, directed studies, documents relating to the DA 5-year defense program, those concerning the organization and function of the Army, and decision documents of the CSA, VCSA and DAS.

c. Planned equipment and operation changes include: at least three computer terminals, a high-speed printer, a copier with reduction and collating capability, and an update in current WPC equipment.

d. Problems expressed by OCSA AOs include: making available experts to guide and assist in modernizing administrative procedures and equipment such as automating the White House inquiry suspense system which is currently done manually on cards; providing WPE to the administrative support pool; updating WPE for the correspondence section; automating the Protocol Office's scheduling system; improving the records keeping procedures of award of the Army General Staff Badge; and revamping the ASG system.

e. In response to what is desired in an improved administrative support system, OCSA stated, "There should be a central office in the Pentagon with the mission of helping agencies modernize and improve administrative systems and equipment..." and the authority to direct such improvements.

6. Summary.

a. The administrative/clerical to A0 ratio is considered to be adequate with a ratio of one to four below headquarters level.

b. There is a distinct appreciation for modern administrative technology and an improvement in the equipment on hand is desired. Also, the introduction of some automation and word processing has wetted appetites and agency personnel are suggesting applications which would benefit from such technology.

Appendix 3 to Annex B

Survey Summary

Office of the Deputy Chief of Staff for Personnel

1. General. The office of the Deputy Chief of Staff for Personnel was surveyed during the period 11 January 1979 to 28 February 1979. The survey was initiated with a briefing to the agency point of contact. A subsequent briefing was held for representatives from each directorate. The agency provided information as to personnel, organization, mission, functions, equipment and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to directorate level.

2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one for every three (3.2) action officers. For purpose of this computation, action officer is defined as all other than administrative/clerical support personnel to include managers/supervisors. The ratio of administrative/clerical personnel to action officers below directorate level is one to four (3.7).

3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:

a. Typewriters: The agency did not submit information on numbers and types of typewriters.

b. WP Equipment: The agency has two Wang 20 systems with two final quality printers, one matrix line printer, and four video keyboard stations in a WPC. Dictation equipment in the WPC consists of two Dictaphone central cassette recorders with four transcribers and two portable recorders. The system is configured for call in dictation from outside the building. Other WPE in the agency consists of 27 IBM MTST's, all of which are purchased, and two IBM MCST's on which maintenance service is being carried.

c. Other Dictation Equipment: One Lanier Action Line and portable minicassette recorder are located in the agency.

d. Copy Equipment: There are four Xerox copiers in the agency (one each--Models 2400, 3100, 3600, 4000), one 3M Model 271, two IBM Model 6801, one Saxon Model 3, and one Pitney Bowes Model 4500.

e. Micrographics Equipment: The agency has three Bell and Howell Model 550 viewer/printers, one OCE Model 3650 viewer/printer, and 24 WS/minireaders.

f. Facsimile Equipment: There are two Xerox 400 telecopiers in the agency.

g. ADP Equipment: The agency has several ADP terminals--specifics were not furnished.

4. Interview/Questionnaire Comments.

a. Interview Comments: Seven personnel were interviewed. A synopsis of those comments follows:

(1) Generally, administrative support is adequate, but personnel could be utilized better--some could do more of action officers workload. Agency control over own hire lags and need for additional training was mentioned.

(2) Word processing support is considered good; however, full centralization presents problems of priority scheme, staggered hours, and impact of vacant positions. Some action officers feel WP should be decentralized to the division level.

(3) Action officers indicated a need for a system to deal with the real world and one which concentrates on how to do and with whom to coordinate--not on "how it was done before."

(4) The need for ADP support was indicated for centralized files so as not to lose valuable documents when AO's leave.

(5) Interviews revealed that action officers were frustrated when having to do their own copying and assembling. A need was indicated for quick capability at division level and high volume capability at center level.

(6) Action officers indicated a need for reassessment of the suspense system--too much time spent controlling and not enough time on substance, unreal suspenses, determining priority, and time management.

(7) An action officer suggested open landscaping as a method to cut down on unnecessary walking distances.

b. Administrative/Secretarial Questionnaire Comments. A total of eighteen secretarial/administrative support personnel were surveyed.

(1) Of 18 personnel surveyed, six reported working overtime for a total of 65 hours per month. Sixteen secretaries indicated they helped other support personnel outside their immediate office. Responses were: sometimes, eleven; more than sometimes, four; and always, two. Fifteen reported they assisted others in typing duties. Nine secretaries surveyed said their supervisors could delegate more work; seventeen said their supervisors already delegated work at least some of the time. Administrative/secretarial personnel listed some of the duties they could perform for action officers/supervisors: staffing, five; filing, three; delivery service and copying, two; and research, one. Only one secretary identified a function (mail pick-up/delivery) as an activity that should be done elsewhere or by someone else. Four secretaries have a WPC available; however, only two use it. When asked why they didn't use a WPC, nine administrative/secretarial personnel said "it is not available." Twelve persons spend a total of 24 hours a week maintaining an internal suspense system.

(2) The typing workload summary was completed by 12 administrative/secretarial personnel. On the average each person typed 78 pages of material a week: 42 percent was 1-3 pages in length, 39 percent was prepared from previously typed or printed copy, and 49 percent was output as revision or draft copy. Average pages of special requirements for each person indicated four pages statistical, less than one page classified and 15 pages for printing a publication.

(3) Twenty-two administrative/secretarial personnel responded to the activity worksheet. Activities which consumed the most time were:

typing (29 percent), telephone answering (11 percent), mail (10 percent), proofreading (9 percent), and other (7 percent). When asked to rank activities by priority, they indicated: (1) typing, (2) mail, (3) telephone answering, (4) proofreading, and (5) calendars and schedules.

c. Action Officer Questionnaire Comments. A total of 16 action officers were surveyed.

(1) Fourteen action officers indicated they received average or better administrative support. The most important support functions were: typing, 16; reproduction and filing, seven; telephone answering, six; and assembling papers, four.

(2) Activities which action officers thought they could delegate included: copying, seven; filing, five; and coordinating papers, three. On the average, 34 percent of action officers' time is spent in routine administrative duties. Five action officers provided their own support functions when administrative/secretarial personnel were absent and nine received substitute support from other secretaries.

(3) Each action officer receives an average of 35 actions per month. Fifteen indicated adequate research sources were available, 14 kept convenience copies of files, and an average time of 33 minutes was spent on researching each document. The most widely used research source was agency files. Eleven AO's indicated research was limited by suspense dates.

(4) In preparing actions, an average of 29 minutes per document are spent on drafting. Only four AO's use dictation for a total of 6 hours a week; three AO's indicate better than average turnaround time.

(5) When action officers were asked what they would like to see in an administrative support system to make their jobs easier, they replied: more administrative/clerical support, nine; WP capability, five; reproduction machine, three; and graphic support, two.

5. Agency Overview. The agency provided general information as to support provided to or by other agencies, a list of documents they consider critical (i.e., those with archival value), any planned equipment changes, problems they were experiencing with administrative support, and what they would like to see in an administrative system.

a. Other than normal support such as graphics, message, mail, printing, etc., ODCSPER receives ADP support from USAMSSA on time-share basis for computer use; mininaturization of documents and records by Defense Printing; and three facsimile devices in ODCSPER for FOA's dedicated use.

b. Documents of archival value include strength reports and Civilian Personnel Regulations, policies and records.

c. ODCSPER has several changes planned in equipment: two additional stations for WPC, a new WPC, micrographics equipment, electric filing units, replacing six MTST's, purchasing six memory typewriters, acquiring a terminal to MP-MIS, and leasing computer graphics display terminal and plotter.

d. Problems encountered in administrative support were stated as none generally, other than delays due to few and scattered resources.

e. ODSPER would like to see a good administrative support system which would provide economical and timely support as a right--not a privilege.

f. ODSPER has no plans at the present in reorganization or change to mission/functions which would affect administrative support.

6. Summary.

a. Generally, ODCSPER is making progress toward improving equipment available to support AO's needs. Word processing and micrographics capabilities are available to some, and plans for expanding these capabilities are being programmed. Guidance toward an integrated system is essential in this large organization.

b. Problems within the agency with regard to administrative support have been stated as: (1) AO's spend a large part of their time performing administrative duties, (2) word processing is well received but not available to many, (3) copy facilities are not available for quick copy jobs at division level, and (4) personnel support is adequate or better but too few in numbers.

c. The ratio of support personnel to action officers in ODCSPER is higher than in many other agencies.

d. Action officers interviewed seemed amenable to automation and upgraded equipment capabilities.

Appendix 4 to Annex B

**Survey Summary**

**Office of the Deputy Chief of Staff for Operations**

1. General. The office of the Deputy Chief of Staff for Operations was surveyed during the period 5 January-14 March 1979. The survey was initiated with a briefing for the agency point of contact. The agency provided information as to personnel, organization, mission, functions, equipment and problem areas. Finally, questionnaires were distributed to both action officers and administrative/clerical personnel.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one for every two action officers (includes managers/supervisors). The ratio of administrative/clerical personnel to action officers below directorate level is one for every three (3.2).
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:
  - a. Typewriters: The agency has 142 IBM, 20 Olivetti, four Olympia, 10 Royal, 14 Remington, five Smith-Corona, and eight Underwood typewriters. They range in age from 1-28 years old.
  - b. WP Equipment: The agency has 11 Q-1 terminals, four Q-1 printers, seven disk drives, 26 MTSTs, one Lexitron, and one Lanier WP machines.
  - c. Dictation Equipment: The agency has 15 transcribers and one recorder.

d. Copy Equipment: The agency has 14 IBM, three Saxon, and one Van DYK copy machines.

e. ADP Equipment: The agency has 17 Texas Instrument portable terminals, one card sorter, and five keypunch machines.

f. Micrographics Equipment: The agency has 18 microfiche readers.

4. Interview/Questionnaire Comments.

a. Interview Comments. Due to conflicting priorities, agency interviews could not be conducted during the time allotted for the study.

b. Administrative/Secretarial Questionnaire Comments. A total of five secretarial/administrative support personnel were surveyed.

(1) Of the five personnel responding, three reported working overtime for a total of 120 hours per month (40 hours average each). Four reported assisting administrative personnel outside their office some of the time with both typing (four) and copying (three). Four indicated their supervisor delegated work to them either some (one) or all (three) of the time and two felt he/she could delegate more. One individual indicated that she could schedule appointments for her supervisor, something he now does himself. Three indicated they had a WPC available to them but none of them reported using the center, or only used it for heavy workload. Two reported maintaining an internal suspense system for an average of 10 hours each per week.

(2) The typing workload summary indicated that the average number of pages produced weekly was 55. Forty-two percent were 1-3 pages long and included envelopes, labels and cards.

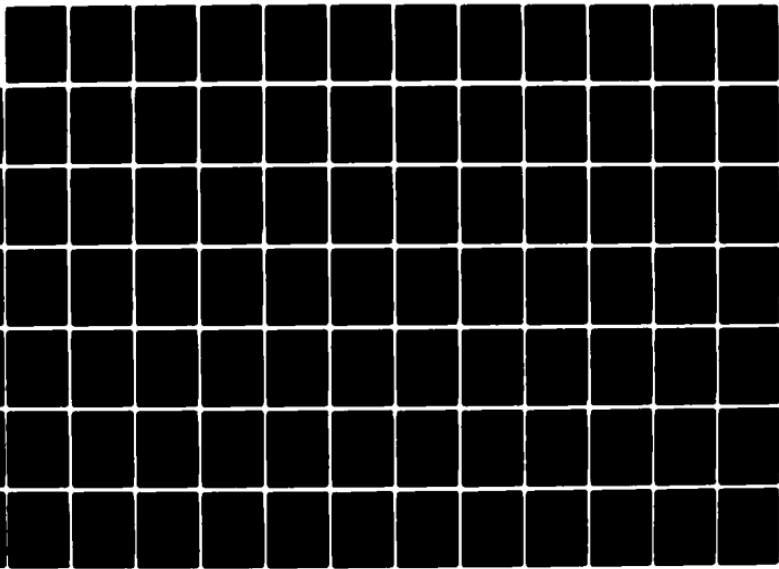
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(3) Four personnel responded to the activity worksheet. Of all activities performed, the top five in terms of time spent were: proofreading (16 percent), typing (16 percent), telephone answering (15 percent), copying (8 percent), and mail distribution (7 percent). Their top five priorities were: (1) typing and taking shorthand, (2) proofreading, (3) telephone answering, (4) calendars/scheduling, and (5) mail distribution.

c. Action Officer Questionnaire Comments. A total of 31 action officers were surveyed.

(1) Twenty of the 31 AOs surveyed indicated they were receiving average to excellent administrative/secretarial support and considered the most important administrative functions to be typing, copying, filing and telephone answering.

(2) Fourteen reported providing their own support in the absence of their regular administrative personnel. Eleven indicated that other secretaries provided their backup support.

(3) Twenty-six indicated that they received their phone messages promptly most of the time, and 28 were satisfied with the frequency of mail distribution at least some of the time.

(4) Three reported using stenographers for dictation and were receiving better than average turnaround on those actions.

(5) Twenty-eight indicated they had adequate sources available for research purposes and all 31 indicated that their agency files were their number one research source. Twenty-nine indicated they kept convenience

copies of actions. Twenty-seven indicated that their researching of actions was limited by suspense dates placed on those actions. The average number of actions per AO per month was 86.

(6) In the average day, AOs were spending 49 percent of their time performing administrative functions such as copying, filing, running errands, typing, assembling and collating. The average time spent on each action was divided as follows: researching (30 percent), coordinating (18 percent), drafting (30 percent), and waiting for correspondence (15 percent).

(7) When asked what they would like to see in an administrative system to make their jobs easier, AOs listed better utilized administrative support, central filing, WP support, and copying support as their top priorities.

5. Agency Overview. The agency provided general information as to support provided them, a list of documents considered critical (i.e., having archival value), planned equipment changes, problems experienced with administrative support, and what they would like to see in a better administrative support system.

a. DCSOPS receives normal administrative support from various agencies and also computer support from USAMMSA.

b. The agency listed as critical documents: decision/information memos, agency plans and studies, and OPS Forms 28 in OPTIMIS.

c. The agency is planning WP support for each directorate and an automated classified document control system.

d. Agency problem areas were: An administrative work force not capable of supporting the AO in a normal 10-12 hour day.

e. The agency would like to have an administrative support system capable of providing support to the AO a minimum of 10-12 hours a day and on call on weekends.

6. Summary.

a. Generally, the agency has made good progress or has plans for the improvement of administrative support.

b. Problems being experienced are: (1) work force not capable of providing support beyond the normal 8 hour day and having to work overtime and (2) not enough state-of-the-art administrative support equipment.

c. The agency has a fair amount of portable terminals for access to OPTIMIS. The agency also has developed an automated classified document control system.

d. The ratio of administrative personnel to action officers agency-wide is generally adequate but is thin in places below directorate level.

Appendix 5 to Annex B  
Survey Summary  
Deputy Chief of Staff for Logistics

1. General. The office of the Deputy Chief of Staff for Logistics was surveyed during the period 5 January-9 February 1979. The survey was initiated with a briefing to the agency point of contact and a subsequent orientation briefing for agency/directorate representatives. The agency provided information as to personnel, organization, mission, functions, equipment, and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to directorate level.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers (includes managers/supervisors) is one for every three (3.1) action officers. The ratio below directorate level is one for every five (4.6) action officers.
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:
  - a. Typewriters: The agency has 89 IBM, nine Olivetti, eight Royal, one Olympia, 11 Remington, and ten Underwood typewriters. They range in age from 1-20 years.
  - b. WP Equipment: The agency has a Wang 30 system with six CRT's and three final and one high speed printer in a WPC. A one tank central

dictation system is also located in the WPC. Other WPE includes five IBM MTST's, one Vydec, and one Wang System 30 word processing machines. It also has one Dictaphone central recorder.

c. Copiers: The agency has 10 Xerox, one Kodak, one SCM, and one Saxon copy machines.

d. ADP Equipment: The agency has one Hewlett-Packard computer.

e. Other: The agency has 13 adding machines, 81 calculators, and one microfiche reader.

4. Interview/Questionnaire Comments.

a. Interview Comments. Seven personnel were interviewed. A synopsis of those comments follows:

(1) Personnel generally feel that administrative support skills are lacking and that cuts are always taken in administrative support.

(2) Personnel generally feel WP support is good; however, they would prefer to have it more decentralized for more responsive support.

(3) Personnel generally perceive coordination to be a problem for the following reasons: excessive layering, antiquated equipment, non-standard formats, too many formats, and difficult staffing procedures.

(4) Most personnel feel OPTIMIS is a start in the right direction but needs to be streamlined for better and easier use.

(5) Copier support is generally perceived as poor.

(6) Personnel feel the mail/distribution system is deficient.

(7) Most personnel perceive the suspense system as merely a harassment. They feel that too many unimportant things are controlled.

b. Administrative/Secretarial Questionnaire Comments. A total of 25 administrative/secretarial support personnel were surveyed.

(1) Of the 25 personnel, 12 reported working overtime for a total of 277 hours per month. Twenty-two reported assisting other administrative personnel outside their immediate office, primarily with typing. All indicated that their supervisors delegated work to them at least some of the time and 13 felt he/she could delegate more. Twenty indicated that there were jobs being done by their supervisors that they could do. Thirteen indicated that a WPC was available and also made use of it. All 25 maintained a suspense system for an average of three hours each per week.

(2) The typing workload summary indicated that the average number of pages produced weekly was 518. Forty-eight percent of the work input was in longhand and 85 percent of the output was original typing.

(3) Eighteen responded to the activity work sheet. Of all activities performed, the top five in terms of total time spent in an average day were: typing (26 percent), proofreading (11 percent), telephone answering (10 percent), mail distribution (9 percent), and coping (8 percent). The top five priorities in order were: (1) calendar scheduling, (2) conference/travel arrangements, (3) typing, (4) proofreading, and (5) shorthand.

c. Action Officer Questionnaire Comments. A total of 24 action officers were surveyed.

(1) Eighteen of those surveyed felt they had at least adequate administrative support and considered typing and filing as the most important administrative functions.

(2) Ten responded that they provided their own support in the absence of their normal support personnel.

(3) Seven of those surveyed indicated that they used dictation, primarily dial dictation. They all indicated at least adequate turnaround on their dictation requirements.

(4) Twenty-two indicated they had adequate research sources available, although 17 reported keeping convenience files for quick reference. The primary research source used was agency files. Twenty indicated that their research efforts were limited by suspense dates on actions. The average number of actions reported processed each month was 62.

(5) In the average day, action officers reported spending 43 percent of their time on administrative functions, such as making copies, filing, scheduling, typing, and running errands.

(6) When asked what they would like to see in an administrative system to make their job easier, they listed better administrative support, central filing, and word processing support as their top priorities.

5. Agency Overview. The agency provided information as to type documents they consider critical (i.e., archival value), planned equipment changes, problems areas, and what they would like to see in an administrative support system.

a. The agency considers the annual historical files plus Army logistical policy files critical.

b. There are plans to expand WP support to the entire agency.

- c. The agency is experiencing problems with adequate copying support.
- d. The agency would like to see better files storage, more responsive suspense system, and better mail distribution as administrative support improvements.

6. Summary.

- a. Generally, the agency is making good strides toward the improvement of their administrative support.
- b. The ratio of administrative support personnel to action officers below directorate level is thin and leaves little room for backup.
- c. Office equipment is generally adequate and is being used to maximum capacity.

Appendix 6 to Annex B

Survey Summary

Office of the Deputy Chief of Staff for  
Research, Development and Acquisition

1. General. The office of the Deputy Chief of Staff for Research, Development and Acquisition was surveyed during the period 9 January-26 February 1979. The survey was initiated with a briefing to the agency point of contact. The agency provided information as to personnel, organization, mission, functions, equipment and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to directorate level.

2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one for every three (2.7) AOs. Action officer here includes managers/supervisors. The ratio below directorate level is one for every four (3.9) AOs.

3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:

a. Typewriters: The agency has 85 IBM, one Olivetti, six Remington, four Royal, one Smith-Corona, and three Underwood typewriters.

b. WP Equipment: The agency has a Computext WP system with 10 terminals, two disk drives, two final and one line printer and a Hendrix OCR-2. Additionally, there are 17 MTST (IV) Dictaphone dictation and/or transcription units (three different models).

c. Copiers: The agency has one Kodak, one IBM II, two 3M, and four Xerox (various models) copy machines.

d. Other: The agency has four Xerox facsimile machines and five pieces of micrographics equipment (one 3M, four WSI).

4. Interview/Questionnaire Comments.

a. Interview Comments: Eight personnel were interviewed. A synopsis of those comments follows:

(1) Personnel stated that there is a definite shortage of administrative support personnel, vacancies have been tough to fill, and the skill level of those personnel is generally low.

(2) Personnel are generally satisfied with WP support but, on the other hand, are reluctant to use the center because of slow turnaround. They would like to see dictation used more.

(3) Some personnel see the need for an electronic coordination capability.

(4) Personnel are receptive to automation and would like to have an inquiry capability to assist in research.

(5) Personnel are experiencing problems with copiers such as poor quality copies and long lines at larger machines. Most perceive a need for small convenience copiers.

(6) Some would like to see a centralized suspense system and feel that some things that get suspended shouldn't be.

b. Administrative/Secretarial Questionnaire Comments. A total of 18 personnel were surveyed.

(1) Only four of the 18 personnel surveyed reported working overtime for a total of 74 hours per month. Sixteen reported assisting administrative personnel outside their offices at least some of the time, primarily with typing. Sixteen indicated their supervisors delegated work to them, and ten felt he/she could delegate more. Six felt there were duties being performed by their supervisors that they could do. All eighteen indicated they had WP available, and eleven of them made use of it. Seventeen reported maintaining an internal suspense system for an average of 1 hour per week each.

(2) Fourteen of 18 responded to the activity worksheet. Of all activities performed, the top five in terms of time were: typing (25 percent), telephone answering (21 percent), proofreading (8 percent), calendars and schedules (7 percent), and conference/travel arrangements (6 percent). Their top five priorities were: (1) typing, (2) telephone answering, (3) taking shorthand, (4) calendars and schedules, and (5) conference and travel arrangements.

c. Action Officer Questionnaire Comments. A total of 16 action officers were surveyed.

(1) Twelve of those surveyed felt they were getting average to excellent administrative support and considered typing, filing, and copying to be the most important administrative functions.

(2) Only six reported having to provide their own support in the absence of their normal administrative support personnel.

(3) Only three used dictation (steno and cassette) for an average of 30 minutes per day. Two out of three reported adequate turnaround.

(4) Fourteen reported having adequate research sources and listed agency files as their number one source. Fifteen reported keeping convenience copies. Thirteen reported being limited in their research by suspense dates. The average number of actions per AO per month was 83.

(5) In the average day, AOs were spending 48 percent of their time performing administrative duties such as copying, assembling documents and running errands.

(6) When asked what they would like to see in an administrative system to make their job easier, AOs listed better qualified secretaries, better reproduction facilities, and better backup support as their top priorities.

5. Agency Overview. The agency provided general information as to support provided, a list of documents considered critical (i.e., with archival value), planned equipment changes, problem areas, and what they would like to see in an administrative support system.

- a. USA RDA Information Systems Agency provides dedicated ADP support.
- b. Documents the agency considers critical are R&D mission files, program and budget files, organizational planning files and R&D study files.
- c. The agency is in the process of upgrading to a shared logic WP system with central dictation capability.

d. Problems experienced have been insufficient administrative personnel, poor copy machine support, poor records management program, and over-centralized control over resources necessary for mission accomplishment.

e. The agency would like to see maximum administrative support in the immediate vicinity of the action officer.

6. Summary.

a. Generally, the agency has made good progress toward improving their capability to provide administrative support through equipment upgrade.

b. Problems being experienced are: lack of adequate administrative support personnel, poor reproduction equipment support, and AOs spending a large portion of their day on administrative duties.

c. The ratio of administrative support personnel to action officers is adequate agency-wide but is thin below directorate level.

Appendix 7 to Annex B  
Survey Summary  
Office of the Comptroller of the Army

1. General. The office of the Comptroller of the Army was surveyed during the period 9 January-5 March 1979. The US Army Finance and Accounting Center is under the supervision and control of COA and functions as a OCA Directorate; however, it is located in Indianapolis and was not included in the survey. The survey was initiated with a briefing to the agency point of contact and an orientation briefing for agency/directorate representatives. The agency provided information as to personnel, organization, mission, functions, equipment and problem areas. Questionnaires were distributed to both action officers and administrative personnel. Finally, interviews were conducted with personnel down to directorate level.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officer is one for every three (3.2) action officers. For purposes of this computation, action officer is defined as all other than administrative/clerical support personnel to include managers/supervisors. The ratio of administrative/clerical personnel to action officers below directorate level is one to four (4.3).
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:

- a. **Typewriters:** The agency reported 90 typewriters (IBM, Royal, Remington and Olivetti) on hand.
- b. **Word Processing:** The agency has three IBM Model IV and one Remington MT 200 which are not being used in a center configuration.
- c. **Copiers:** The agency has one each Xerox 3600 and 2400. Also on hand is one Saxon Model 3.
- d. **ADP Equipment:** 12 ADP terminals are located throughout OCA: four GE Terminet 300, two GE Terminet 1200, five Tektronic, and one Texas Instrument 745.

4. Interview/Questionnaire Comments.

a. **Interview Comments.** Seven personnel were interviewed. A synopsis of those comments follows:

(1) There is a divergence of opinion as to whether or not the agency has enough administrative support personnel. There is a consensus that a backup capability is needed for peak workload periods. The agency is undergoing an internal reorganization in an attempt to balance workload due to mission changes.

(2) There is belief that WP Centers would be helpful. Implementation resistance seems to come from those who are concerned that they would lose the right to direct what has priority in a center. It is suggested that WPE be placed in division-sized elements in addition to centers.

(3) Larger and better copiers are desired along with smaller units for the "quick" copy needs.

(4) The suspense control system and concept is questioned. Too much is suspended and too little time is given in which to do a good job.

(5) Only negative comments about mail and distribution were offered. Comments included: "Don't use mail system...." and "Never send coordination document thru the mailroom...."

b. Administrative/Secretarial Questionnaire Comments. A total of eight secretarial/administrative support personnel were surveyed. A synopsis of their responses follows:

(1) Of the eight personnel surveyed, three reported working overtime for a total of 20 hours per month. Only two individuals indicated that they did not assist others outside their offices. Of the duties performed for others, the job mentioned most often (three), with copying, filing and distribution each mentioned twice. The majority indicated that the supervisor delegated work properly and three indicated their supervisor/AOs could delegate more in the administrative areas of filing, typing, phones and report preparation. There is no WPC available to the eight personnel surveyed; however, one individual does use WPE to produce about 125 pages per week. All eight maintained an internal suspense system. Time spent in that activity ranged from 5 to 250 minutes per day with the average being 50 minutes per day.

(2) The typing workload summary indicated that the average number of pages produced weekly was 43, 75 percent of which were 1-3 pages long. Longhand was the predominant input at 58 percent. The amount of revision

typing (output) was high at 39 percent, but original typing was in the majority at 56 percent. Special typing workloads mentioned included classified typing and typing final camera-ready copy.

(3) The activity worksheet showed that typing was the predominant activity occupying 46 percent of the time, with telephone answering (8.5 percent), and making conference and travel arrangements (7 percent). The top five priorities of those interviewed were: typing, proofreading, copying, telephone answering and maintaining calendars and schedules. The activity least enjoyed by those responding was filing.

c. Action Officer Questionnaire Comments. Eight action officers were surveyed.

(1) Seven of the eight AOs indicated that they were getting average to excellent administrative/secretarial support. Although typing, copying and filing, in that order, were stated to be the most important administrative functions, the AOs stated that copying and filing are items they do which they would like to delegate to their support personnel.

(2) Five AOs indicated that other support personnel cover while their own are absent. Two AOs indicated that they assume the duties.

(3) Almost all AOs were satisfied with the way telephone messages and mail distribution is handled.

(4) Only one AO used dictation and that was to a steno.

(5) There is a reluctance to allow erasures. Only two AOs allowed erasures with any degree of regularity.

(6) All AOs indicated that there are sufficient sources available for researching actions. Agency files were stated as the most frequently

used tool with other agency files and the Army Library, both running a close second. One AO mentioned using OPTIMIS and ranked it as his first choice. Five of the eight AOs kept convenience copies of their actions.

(7) Actions processed ranged from a low of 15 to an unusual high of 300 (100 being the second highest), resulting in an average of 70. Of the time spent on those actions, 41 percent was devoted to research, while drafting the paper took 22 percent, coordination 19 percent, and waiting 15 percent.

(8) In the course of an average day, the AOs spend 44 percent of their time doing administrative duties such as copying, phone calls and errands.

(9) More and better clerical assistance was what five AOs wanted the most in order to make their jobs easier. The need for a better filing system and library of ARs was mentioned by four AOs.

5. Agency Overview. The agency provided general information as to support provided to or by other agencies, the categories of documents they considered critical, planned equipment changes, problems they were experiencing with administrative support, and what they would like to see as an improvement to administrative support.

a. OCA receives normal support such as mail, printing, copying, graphics, etc. USAMSSA provides ADP support. Although there is constant coordination interface between OCA and USAFAC (USA Finance and Accounting Center), neither provides the other administrative support, per se.

- b. OCA considers two groups of documents to be critical: the Army Budget and its support documents and all financial documents.
- c. OCA is considering expanding its use of word processing equipment and may attempt to establish a word processing center.
- d. Centralization of functions such as the possible consolidation of mailrooms is viewed as a problem. It is believed that in all consolidations, spaces are consolidated or reduced but that the functions are never transferred. The budget process is viewed as becoming more and more demanding without corresponding personnel increases to meet the demands on the system.
- e. The agency would like to see new procedures or systems that do not negatively effect efficiency or morale.

#### 6. Summary.

- a. Generally, the agency has made some progress toward improving the status of administrative support for AOs. Some of the problems in this area have been recognized and a reorganization to balance the workload is being studied to resolve them.
- b. Problems in the administrative support arena include: (1) insufficient large copiers as well as smaller units designated for "quick" copies, (2) a questionable suspense control system, (3) a nonresponsive and unreliable mail and distribution network, and (4) the need for peak overload backup capability.

c. The ratio of administrative to AO personnel appears to be adequate numerically. However, the agency has indicated that support personnel may not be placed correctly at this time due to a series of subtle mission changes. This problem may be resolved in the near future through a reorganization.

Appendix 8 to Annex B

**Survey Summary**

**Office of the Assistant Chief of Staff for Intelligence**

1. General. The office of the Assistant Chief of Staff for Intelligence was surveyed during the period 9 January-6 February 1979. The USA Special Security Group was included. The survey was initiated with a briefing to the agency point of contact and a subsequent orientation briefing for agency/directorate representatives. The agency provided information as to personnel, organization, mission, functions, equipment, and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to directorate level.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one for every three (2.7) action officers. For purposes of this computation, action officer is defined as all other than administrative/clerical support personnel to include managers/supervisors. The ratio of administrative/clerical personnel to action officers below directorate level is one to six.
3. Equipment. A listing of agency suport equipment was provided. A summary of that equipment follows:
  - a. Typewriters: The agency has 62 IBM, eight Olivetti, three Olympia, seven Remington, 27 Royal, five Smith-Corona, and 14 Underwood Typewriters.

They range in age from 1-27 years old and possess a variety of capabilities to include OCR.

b. WP Equipment: The agency has eight XEROX 800's and a three-tank central dictation system with three transcribing units in a WPC. Other WPE includes: two IBM Mag Card machines, one IBM MTST, and one MCST.

c. Copiers: Copiers on hand include: Two SAXONS (Models I and III), a SCM 6740, a XEROX 7000, and a XEROX 185 sorter.

d. Card Punch: There are two IBM card punches (Models 029 and 26) on hand and one card recorder IBM Model 129.

e. ADP Equipment: Although not listed, the agency has three ADP terminals. One is used by Resource Management Directorate for access to the PROBE system on the USAMSSA computer. The other two terminals are tied into an ACSI/DCSOPS computer. One is used by the Automation Management Office and the other by the SACO for an automated suspense system. These last two terminals are secure and can be used for classified information.

f. Other: The agency has also a facsimile transmission device which is capable of transmitting classified information, primarily to USAREUR.

#### 4. Interview/Questionnaire Comments.

a. Interview Comments. Eight personnel were interviewed. A synopsis of those comments follows:

(1) Administrative support personnel are generally adequate. It is felt that clerical skills could be improved.

(2) Word processing support is improving and is generally considered adequate. The primary problem appears to be unsatisfactory turn-

around time and the WPC, therefore, is not used except for "crash" projects. As a result, some personnel would like to see WP equipment decentralized to office level.

(3) The agency interfaces/coordinates daily with DIA, INSCOM, and other ARSTAF elements. Most coordination is done telephonically with some being effected via a secure facsimile device.

(4) ADP support is provided by USAMSSA and by a joint ACSI/DCSOPS computer. The joint computer supports an automated suspense control system used by the SACO. ACSI personnel are very attuned to automation.

(5) Copier support is generally satisfactory as a result of the acquisition of a more modern copier. This has still not remedied the problems of action officers standing in line waiting to make copies.

(6) Mail delivery within the building is generally perceived as poor. ACSI personnel would like to see a good courier service within the building.

(7) ACSI SACO controls the suspense systems automatically and overall it is perceived as a good system. They maintain a manual backup system in case of hardware malfunctions.

(8) Publications maintenance and distribution is a problem for ACSI and is merely a duplication of the service already provided by Baltimore Publications Center. The problem is further complicated by the fact that INSCOM maintains the account numbers.

b. Administrative/Secretarial Questionnaire Comments. A total of 22 secretarial/administrative support personnel were surveyed.

(1) Of the 22 personnel, four reported working overtime for a total of 24 hours per month. Seventeen assisted other administrative personnel outside of their immediate offices at least some of the time with routine administrative duties (eight) or telephone answering (three). Twenty indicated that their supervisors delegated work to them, and thirteen felt they could delegate more. Only seven felt there were jobs their supervisors performed that they could do. Of 21 personnel who had a WPC available to them, nine didn't use it, primarily because of unresponsiveness on quick turnaround or because of a classified requirement. Sixteen maintained an internal suspense system which required a total of 32 hours per week to keep up.

(2) The typing workload survey indicated that the average number of pages produced weekly was 43, 50 percent of which were one to three pages long. Forty-seven percent of the work input was in longhand and sixty-seven percent of the work output was original typing.

(3) Seventeen of the twenty-two responded to the activity worksheet. Of all activities performed, the top five were: typing (22 percent of the time), telephone answering (14 percent), proofreading (12 percent), and mail distribution (10 percent). The top five priorities were in order of priority: (1) typing, (2) proofreading, (3) telephone answering, (4) shorthand and filing, and (5) report writing and file retrieval.

c. Action Officer Questionnaire Comments. A total of sixty action officers were surveyed.

(1) Fifty-two of those surveyed felt that they were getting average to excellent secretarial/administrative support and considered the most important administrative functions to be typing, filing, copying, and telephone answering in that order.

(2) Forty-one of the 60 action officers responded that they provided their own support when their regular administrative personnel were absent.

(3) Only 11 of the action officers use dictation (either steno or dial) at least some of the time, and they generally feel that they get adequate turnabout.

(4) Forty-eight action officers indicated they had adequate sources available to them for research purposes although they listed the number one source as their own agency files (other agency files being next). Forty-four action officers; however, indicated that they kept convenience files primarily because of the lack of adequate reference files. Thirty-eight action officers indicated that the time they spent researching an action was limited by suspense dates placed on that action. Average number of actions per action officers per month was 58.

(5) For the average day, action officers were spending 53 percent of the time performing administrative duties such as typing, filing, telephone answering, and coping.

(6) When asked what they would like to see in an administrative system to make their job easier, they listed more clerical support, better filing/retrieval capability, their own copier, and improved typing support as their top four priorities.

5. Agency Overview. The agency provide general information as to support provided to or by other agencies, a list of documents they consider critical (i.e., those with archival value), any planned equipment changes, problems they were experiencing with administrative support, and what they would like to see in an administrative system.

a. OACSI receives normal support such as graphics, message, mail, printing, etc. It provides administrative support to INSCOM Pentagon elements (PCF, CID, and ISD) and distributes DIA administrative-type publications.

b. ACSI considers the following to be key documents: messages, reports, studies, directives, and correspondence pertaining to intelligence and security matters for which they have proponency, to include selected documents on foreign nations. Additionally, items such as contingency plans, SCIF accreditation files and unit historical documents are considered critical.

c. Both OACSI and USASSG have WP proposals working to upgrade or initiate a system. This includes an upgraded dictation capability.

d. General problems being experienced are: lack of adequate space, perceived need for quality of life enhancements, and inadequate support equipment.

e. The agency would generally like to see an automated system which would provide timely, efficient support to all OACSI elements with a minimum of personnel.

6. Summary.

a. Generally, the agency has made good progress toward improving the status of administrative support for action officers. It has a fair degree of both ADP and WP resources and has plans for upgrading that equipment.

b. Problems being experienced within the agency with regard to administrative support have been stated as: (1) lack of adequate administrative personnel resources, (2) action officers spending a large part of their time performing administrative functions, and (3) antiquated or the absence of equipment to do the job.

c. The SACO automated suspense control system duplicates the ASG system being extended by OSA/OCSA. The potential interface with the ASG system should be examined.

d. The ratio of administrative to AO personnel is adequate agency-wide but is thin below directorate level.

Appendix 9 to Annex B

Survey Summary

Office of the Assistant Chief of Staff for  
Automation and Communications

1. General. The office of the Assistant Chief of Staff for Automation and Communications was surveyed during the period 5 January 1979 to 16 March 1979. The survey was initiated with a briefing to the agency point of contact and the executive officer. The agency provided information as to personnel, organization, mission, functions, equipment and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to directorate level.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one for every three (3.4) AOs. For purposes of this computation, action officer is defined as all other than administrative/clerical support personnel to include managers/supervisors. The ratio of administrative/clerical personnel to action officers below directorate level is one to four (4.47).
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:
  - a. Typewriters: The agency has 15 IBM Selectric typewriters and 27 others of various brands.

b. WP Equipment: OACSAC has no central WP equipment. They do have two IBM MTSTs and two Remington tape machines. No dictation equipment was listed on the inventory.

c. Copier Equipment: There are three copiers in OACSAC--two Xerox and one SCM.

d. ADP Equipment: Other than two portable terminals, no ADP equipment was included in the inventory.

e. Facsimile Equipment: There is one 3M telecopier located in OACSAC.

4. Interview Comments. Five personnel were interviewed. A synopsis of those comments follow:

(1) OACSAC action officers indicate that most administrative/clerical personnel are of good quality and have excellent attitudes about assuming additional and new duties.

(2) At the present time there is no formalized WP within the agency. Many action officers indicate a desire for WP capabilities but not in a centralized mode. In general, typing equipment needs to be upgraded.

(3) OACSAC interfaces with the following units outside the Pentagon: Fort Gordon, GA; Fort Monmouth, NJ; and Fort Belvoir. Inter-Pentagon interfaces include JACO and other agencies XOs. There is only one facsimile unit in OACSAC, and it is not compatible with field equipment.

(4) OACSAC has no ADP support and believes automation of any kind would be a help.

(5) Reproduction capabilities in the agency need improvement--the copier is always down, can't use big copy centers after 1630 hours, AOs spend too much time at the copy machine.

b. Administrative/Secretarial Questionnaire Comments. A total of eight administrative/secretarial personnel were surveyed.

(1) Of the eight personnel surveyed, five indicated they work overtime for a total of 21 1/2 hours per month. Half of those surveyed indicated they assist other secretaries with typing. All eight secretaries indicated their supervisors delegated work to them at least some of the time. Four of these secretaries said the supervisor/action officer could delegate more. Some of the duties action officers perform that secretarial/administrative personnel indicated they could do were filing and Xeroxing (one) and drafting correspondence (one). One secretary indicated that one activity (tabbing books) should be done somewhere or by someone else. No word processing is available to the administrative/secretarial personnel surveyed. Seven secretaries maintain internal suspense systems and spend a total of 6 1/2 hours a week performing this activity.

(2) The typing workload survey was completed by six administrative/secretarial personnel. On the average, each secretary typed 55 pages of material per week—43 percent were between one and three pages in length, 42 percent were submitted to the typist in longhand, and 50 percent were output as original typing. Weekly averages per secretary for specialized workloads included: statistical typing, one page; and classified, four pages.

(3) Three secretaries responded to the activity worksheet. Of all activities performed, the most time consuming are: report writing (23

percent), typing (22 percent), copying (14 percent), telephone answering (8 percent), and other (6 percent). When asked to rank activities by priority the responses indicated, in order of priority: (1) typing, report writing, calendars and schedules, (2) taking shorthand, (3) going for quick copy, (4) copying, and (5) proofreading and mail.

c. Action Officer Questionnaire Comments. A total of nine action officers were surveyed.

(1) Five of those action officers surveyed indicated that secretarial support was average or better. Two AO's stated that there were not enough qualified people. They considered the most important administrative functions to be: typing (nine), filing (six), copying (five), research and telephone answering (three) and scheduling (two).

(2) When asked which administrative functions they perform should be delegated, they indicated: filing (six), copying (four), telephone answering (three) and classified document control (two). On the average, each action officer spends 39 percent of his time performing routine administrative duties. When secretaries were absent, four AO's provide their own support and five were supported by other secretaries.

(3) Each action officer averages 45 actions per month. The average time spent on any project was: research, 33 minutes; coordinating, 23 minutes; and drafting, 30 minutes. Seven AO's indicate adequate research sources and eight indicate agency files as the priority source for most information. Four AO's maintain their own convenience copies. Seven indicate the amount of research is limited by suspense dates.

(4) Very little dictation is utilized in OACSAC; only one action officer dictates and he receives excellent turnaround.

(5) When asked what action officers would like to see in an administrative support system which would make their jobs easier, they indicated: better trained typists (four); word processing, better copying service, and an AO/AS ratio of 1:3 (three); and central filing system and scheduling (two).

5. Agency Overview. The agency provided general information as to support provided to or by other agencies, a list of documents they consider critical (i.e., those with archival value), any planned equipment changes, problems they were experiencing with administrative support, and what they would like to see in an administrative system.

a. OACSAC is a newly created DA Staff Agency activated 1 Oct 78. Other than routine support provided by DA level agencies (personnel, supplies, etc.) no other support is provided to or by any other agency.

b. Documents considered to be of archival value include: continuity of operations plan (COOP), division operating document, division and office standing operating procedures, agency mission and function document.

c. The only planned changes in equipment is the evaluation of acquisition of four computer terminals to code in OPTIMIS data.

d. Problems being experienced by OACSAC with administrative support are: low level of clerical support, permanent positions need to be established, and OJT and retraining are required.

e. OACSAC would like to see a functioning WP system, implementation of OPTIMIS and consolidation of mailroom operations.

6. Summary.

a. Because the agency is new, many problems exist in establishing permanent administrative support positions. Whereas the quality of support personnel seems generally adequate, the quantity of personnel is low.

b. No progress has been made to utilize WP or ADP in support of action officer needs. The need for this type of support is recognized and desired by many.

c. Many of the problems existing within OACSAC can be attributed to its recent establishment. They are still in a "settling down" stage and are eager to organize efficiently--both from the personnel and equipment points of view.

Appendix 10 to Annex B

Survey Summary

Office of The Adjutant General

1. General. The office of The Adjutant General was surveyed during the period 15-28 February 1979. Questionnaires were distributed to action officers and administrative/secretarial personnel. An interview was conducted with the Acting Executive Officer.
2. Personnel. The office wide ratio of administrative/secretarial personnel for action officers is one for every two action officers.
3. Equipment. Administrative support equipment is minimal. There are three typewriters and a Lanier Word Processor with communications option and printer. The office has access to an IBM copy machine.
4. Interview/Questionnaire Comments.
  - a. Interview Comments. A summary of interview comments follows:
    - (1) There is adequate staffing to do the job, given the crisis nature of the environment.
    - (2) The word processor causes a problem when operational in that it ties up a typing resource.

b. Administrative/Secretarial Questionnaire Comments. One individual was interviewed. The individual surveyed did not work overtime, performed backup typing some of the time, and indicated her supervisor always delegated work to her.

c. The typing workload summary indicated that the average number of pages produced per week was 70, 79 percent of which was 1-3 pages long. Thirty-six percent of work input was typed and 28 percent longhand. Seventy-one percent of the work output was original typing.

d. Two personnel responded to the activity worksheet. Of all activities performed the top five were: typing (31 percent); telephone answering (28 percent); file retrieval (12 percent); and filing, copying, shorthand and calendar scheduling (6 percent). The top five priorities were: (1) typing, (2) file retrieval, (3) shorthand, filing and telephone answering, (4) calendars/scheduling; and (5) proofreading and copying.

- e. Action Officer Questionnaire. Two action officers were surveyed.
- (1) Both felt they were getting better than average administrative support and considered typing and filing their top two priorities.
  - (2) One individual reported using steno dictation and was satisfied with turnaround.
  - (3) Both indicated having adequate research sources and listed agency files as the number one source.
  - (4) Individuals reported spending 63 percent of their time on administrative functions and processed an average of 280 actions each per month.

(5) When asked what they would like to see in a system to make their jobs easier, they listed word processing and an inquiry system for previous actions.

5. Summary. This office operates primarily as a clearing house for agency actions, therefore, does not originate very many actions. Administrative support is adequate; however, there is a need for access to modern office technologies.

Appendix 11 to Annex B  
Survey Summary  
Office of the Chief, Army Reserve

1. General. The Office of the Chief, Army Reserve was surveyed during the period 9 January-16 February 1979. The survey was initiated with briefing to the agency point of contact and a subsequent orientation briefing for agency/division representatives. The agency provided information concerning personnel, organization, mission, functions, equipment, and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to division level.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one for every four (3.5). For purposes of this computation; action officer is defined as all other than administrative/clerical support personnel to include managers/supervisors. The ratio of administrative/clerical personnel to action officers below division level is one to four (3.8).
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:
  - a. Typewriter: The agency has 27 IBM, three Remington, four Royal, two SCM, and four Underwood typewriters. They vary in capability.

b. WP Equipment: The agency has two IBM MTST, and five dictating and transcribing devices.

c. Copiers: The agency has one Xerox 2400 and a 3M 45 (Thermofax). The Xerox is equipped with an Auditizer for access control.

c. Copiers: The agency has one Xerox 2400 and a 3M 45 (Thermofax). The Xerox is equipped with an Auditizer for access control.

d. ADP Equipment: The organization has one CRT, one terminal printer, two graphic terminal printers, and five regular terminals (the majority GE). This equipment is used for special comptroller activities and access to REQUEST and PROBE. The agency is anticipating more ADP equipment in conjunction with ARMIS (Army Reserve Management Information System) which is due to be operational in December 1979.

e. Micrographics: As of 2 January 1979, all correspondence leaving the agency is being microfiched and a master file maintained. Office reference files are being microfiched at division level. Equipment on hand for this purpose includes: The AB Dick/Scott 200 recorder/processor, a duplicator, two reader/printers, and 25 reader.

f. Other: One A&M Graphotype Plate Maker, one A&M Addressograph used for special mailings of Army Reserve correspondence/publications, and a Dex 580 facsimile transmission device.

4. Interview/Questionnaire Comments.

a. Interview Comments: Six personnel were interviewed. A synopsis of those comments follows:

(1) Administrative support appears to be adequate except during peak periods such as during the budget cycle.

(2) There is a desire for dictation and word processing equipment; however, there are reservations about centralization of this function.

(3) Coordination is viewed as very time consuming and internal coordination is compounded by the fact that this agency is located on the first and third floors of the Pentagon.

(4) While ADP and new office technologies are viewed as an answer to getting the job done with less personnel, there is concern that such equipment must always be justified by manpower savings rather than by its ability to help do a better job.

(5) The copier is considered a necessary evil. The common complaint was: AOs standing in line to use copier.

b. Administrative/Secretarial Questionnaire Comments. Five personnel were questioned and typing workload statistics were obtained from an agency-wide survey which included 22 personnel.

(1) Three of five personnel reported working overtime for a total of 21 hours per month. All five stated that they supported other offices occasionally--most of that support being typing and copying. Two individuals indicated that the supervisor could delegate more work, but four persons replied that there was no activity being performed by their supervisor that they felt they could do. There is no agency WPC. All five persons maintained internal suspense documents and used at least 8 hours per week for that activity.

(2) The typing workload survey data was obtained from a just-completed agency survey which covered 22 administrative/clerical personnel. It indicated that an average of 601 pages are produced weekly, 87 percent of which are in documents 1-3 pages long. Longhand was the predominant input (77 percent) with prerecorded material making up the balance (23 percent). Original typing represented 65 percent of the output, with revision typing being 15 percent, and prerecorded typing 21 percent. There also is a considerable amount of statistical (columnar) typing done in the agency.

(3) Of all activities performed, typing took up the most time (49 percent), followed by telephone answering (14 percent), proofreading (6 percent), and going for and copying (11 percent). Priorities were: (1) typing, (2) telephone answering, and (3) report writing, going to make copies and maintaining calendars and schedules.

c. Action Officer Questionnaire Comments. Seven action officers were surveyed.

(1) Four AOs indicated that their secretarial support was excellent or above average while two indicated it was below average. Typing was the most important administrative support function performed with filing, copying, and telephone answering next in order.

(2) Copying and typing were listed as administrative functions being performed by AOs that they would like to have performed for them. Five AOs indicated that they did have other administrative personnel available to support them when their own were absent.

(3) All AOs were pleased with the way their phone messages and mail are being handled although they were not sure how often the mail was

delivered. The consensus was that it was delivered two to four times and deemed to be adequate.

(4) None to the AOs surveyed used dictation.

(5) Erasures are allowed most of the time.

(6) Agency files are listed as being the primary research resource followed by the The Army Library and Army Regulations. Of the seven, five AOs indicated that they maintained convenience files. Actions processed each month ranged from 15 to 100 with the average being 44. In that process, an average of 38 percent of their time was spent drafting the action, closely followed by research time (33 percent). Waiting and coordinating each took about 15 percent of the time. Five of the seven indicated that there were adequate research sources available, but four indicated that their research ability was limited by suspense dates.

(7) The AOs spent an average of 41 percent of their time on administrative duties with the largest time-consumers being assembling/collating, answering the phone, and making copies.

(8) The three most desired improvements wanted by the AOs were: A WPC, portable dictation units and the required (more) clerical support. Also mentioned were: computer retrieval for microfiche, collators for copying machines and proper training for secretaries.

5. Agency Overview. OCAR provided general information as to administrative operations within the agency, to include: planned equipment or operations changes, administrative support problems, and related matter.

- a. OCAR receives normal support such as graphics, message, mail, printing, etc. A small amount of ADP support is provided by USAMSSA and a GE timesharing contract.
- b. The agency has evaluated WP and is not pursuing the establishment of a center because it believes it is not manpower effective. Instead, they are looking at memory typewriters to be used by existing manpower to do repetitive type typing.
- c. OCAR has identified about 25 different files it considers key or critical, most of which are in the Army Reserve manpower/personnel management, and comptroller arenas.
- d. Administrative problems enumerated by the agency are: (1) inadequate space--too crowded and (2) location of elements on first and third floors.

#### 6. Summary.

- a. The agency has no central support center. Most elements are heavily dependent on administrative support personnel assigned to them. They are fearful of a support center due to their perception that they will lose authority to dictate work priority. The amount of element administrative/clerical personnel appears to be adequate with a ratio of 1:4 below headquarters level.

- b. There is an appreciation for modern technology, e.g., the AOs would like to have dictating capability and use of WPE within the immediate element is also acceptable.
- c. The agency feels it is hampered in their daily operations by the fact that they are located on two nonadjoining floors.

Appendix 12 to Annex B

Survey Summary

Office of Assistant Chief of Engineers

1. General. The office of the Assistant Chief of Engineers was surveyed during the period 15 January-15 February 1979. The survey was initiated with a briefing to the agency point of contact. The agency provided information as to personnel, mission, organization, functions, equipment, and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to division level.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers (includes managers/supervisors) is one for every three (2.86) action officers. The ratio below division level is one for every four action officers.
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:
  - a. Typewriters: The agency has seven IBM and three Olivetti typewriters. All IBM's are selectrics.
  - b. WP Equipment: The agency has two SAVIN 900 and one IBM MTST typing systems.
  - c. ADP Equipment: The agency has one OMRON data terminal and an IBM tape printer.

4. Interview/Questionnaire Comments.

a. Interview Comments. Five personnel were interviewed. A synopsis of those comments follows:

(1) The physical separation from OCE elements at the Forrestal has created coordination problems. There are many high paid couriers. ACE functions as a staff element and has much interface with other ARSTAF elements.

(2) ACE is considering ADP support by remote terminal to a Navy computer. An ADP study has been on three COE systems and they plan to merge these data bases.

(3) The only WP support is an MTST. Personnel interviewed see the need for more modern WP equipment. Workload has its peaks and valleys and can't be absorbed by usual support.

(4) Action officers do their own filing and files maintenance. There are many safes/file cabinets which action officers feel could be eliminated by micrographics.

(5) There is much copying done but no real access to a good copier.

b. Administrative/Secretarial Questionnaire Comments. A total of four administrative/secretarial support personnel were surveyed.

(1) Of the four personnel, one reported working overtime for a total of 30 hours per month. Three reported assisting administrative personnel outside of their offices at least some of the time, primarily with typing. Three reported that their supervisors delegated work on them. They

all felt there were activities being performed by their supervisors that they could perform, such as copying, typing, and writing data sheets. Of the two who had WP available, only one used it. All four maintained an internal suspense system for a total of 1 hour per day.

(2) The typing workload survey indicated that the average number of pages produced weekly was 117. Seventy-six percent of the input was longhand and 61 percent of the output was revision typing.

(3) Nine personnel responded to the activity worksheet. Of all activities performed, the top five in terms of time spent in average day were: telephone answering (19 percent), typing (17 percent), running errands (13 percent), proofreading (12 percent), and personnel services (6 percent). The top five priorities in order were: (1) telephone answering (2) mail distribution, (3) maintenance of calendars/schedules, (4) typing, and (5) proofreading.

c. Action Officer Questionnaire Comments. A total of four action officers were surveyed.

(1) Three of four surveyed felt that they were getting at least adequate administrative support and considered typing and filing to be the most important.

(2) Three responded that they provided their own support in the absence of their regular administrative support personnel.

(3) None of the four action officers used dictation.

(4) Three indicated they had adequate research sources available and listed their own agency files as the number one source. Two maintained convenience files. Three indicated that the time they spent researching and

action was limited by suspenses placed on that action. Average number of actions processed per action officer per month was 23.

(5) In the average day, action officers were spending 46 percent of the time on administrative duties such as making copies, filing, assembling actions, and running errands.

(6) When asked what they would like to see in an administrative system to make their jobs easier, they listed a central file system, dictating capability and better copying support.

5. Agency Overview. The agency provide general information as to problems they are experiencing with administrative support. These problems are:

- a. The inability to get support such as audiovisual, artwork, and graphics from the Pentagon. These currently come from OCE elements at the Forrestal.
- b. Correspondence is continually hand carried to meet suspense dates.

6. Summary.

- a. Generally, the agency is lacking in modern state-of-the-art administrative support equipment.
- b. Problems being experienced are as a result of the physical separation of OCE elements between the Pentagon and Forrestal Buildings.
- c. The ratio of support personnel to action officers is generally adequate, but is thin in places with little or no backup capability.

Appendix 13 to Annex B

Survey Summary

Office of the Judge Advocate General

1. General. The office of the Judge Advocate General was surveyed during the period 11 January 1979 to 22 February 1979. The survey was initiated with a briefing to the agency executive officer and point of contact. The agency provided information as to personnel, organization, mission, functions, equipment and problem areas. Questionnaires were distributed to both action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to directorate level.

2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one for every two (1.7). For purposes of this computation, action officer is defined as all other than administrative/clerical support personnel to include managers/supervisors. The ratio of administrative/clerical personnel to action officers below division level is one to two (2.4).

3. Equipment. A listing of agency support equipment was provided. A summary of equipment follows:

a. Typewriters: The agency has 77 electric typewriters of various brands and 10 manual typewriters.

b. WP Equipment: OTJAG has a WPC with an LCS Computext shared logic system with four tape drives, two video typing stations, six electronic

typing stations, and a high speed printer. Dictation equipment within the WPC consists of eight Lanier Edisettes, five Central Lanier Tel Edisette recorders and five Lanier portables. Elsewhere throughout OTJAG are located three IBM MTSTs, three IBM Mag Card, and one Remington Mag Card machines.

- c. Copiers: OTJAG has two copiers--a Xerox 2400 and an SCM 211.
- d. Micrographics Equipment: The agency has one 3M microfiche reader/printer of its own and five microfiche readers on loan from MILPERCEN (OTJAG pays maintenance costs).
- e. ADP Equipment: There is no ADPE located within the agency.
- f. Other Equipment: One Xerox telecopier is used within the agency and is controlled by USAAC.

#### 4. Interview/Questionnaire Comment.

a. Interview Comment: Six personnel were interviewed. A synopsis of those comment follows:

(1) Administrative support personnel are generally of adequate caliber but too few in numbers. The need for paralegal support was emphasized by the majority of action officers interviewed. Action officers perform too much administrative work themselves. Quality and quantity of support in JAG field activities is much better than here at Pentagon.

(2) Word processing support by the WPC is generally considered inadequate--it's unresponsive, doesn't turnaround quick fixes fast enough. WP on satellite equipment seems better accepted. While the WPC is not working as action officers feel it should, the work done by action officers is recognized as candidate for WP application (much revision, some use for prerecorded information).

(3) The review/coordination process is very layered (though it might well have to be); some offices coordinate papers in draft form and others coordinate in final form (thus increasing the demand for typing).

(4) OTJAG has no access to the many legal data bases that are available, i.e., Air Force's FLIGHT, Department of Justice JURIS, LEXIS, WESLAW. Attorneys maintain specialized law libraries at each desk for reference since OTJAG's law library was centralized in the Army Library. Availability of reference material is crucial to JAG work. The only plans for ADP support is a proposed terminal to MILPERCEN.

(5) Some attorneys indicated a real concern with space facilities at the Pentagon.

(6) Other comments received were: we need an integrated system but must operate under CSA and Army prohibitions and lack of funds; ficed personnel files are hard to read because must hand carry reader from desk to desk; witness request for Department of Justice should be done at MILPERCEN; most attorneys have more work than they can do in a competent fashion.

a. Administrative/Secretarial Questionnaire Comments. A total of 11 secretarial/administrative support personnel were surveyed.

(1) Only two personnel indicated they work overtime for a total of nine hours a month. Four secretaries assist other offices at least some of the time with such duties as typing (three), telephone answering (two) and filing (one). Ten persons stated that their supervisors delegated them work to do at least some of the time. Four indicated that supervisors/action officers could delegate more. Some of the activities being performed by supervisors/action officers that secretarial personnel could do included

letter writing and copying (two). All administrative/secretarial personnel indicated that no duties they perform could be done somewhere or by someone else. Nine secretaries had word processing available and five used it. Some of the reasons for using WP were: lengthy correspondence (four) and typing overload (two). Of the total personnel surveyed, nine indicated they maintain an internal suspense system. Time required to maintain the system totaled six hours a week.

(2) The typing workload summary was completed by six personnel. It indicated that the average number of pages typed per week were 252 per secretary, 48.5 percent of which were 15 pages or more per document and 53.9 percent were prerecorded material.

(3) Thirteen responded to the activity worksheet. Of all the activities surveyed, the five which were the most time consuming were: typing (28.8 percent), telephone answering (13.7 percent), proofreading (13.3 percent), other duties (9.1 percent), and mail (6.9 percent). The top five priorities were, in order of priority: (1) proofreading, (2) mail, (3) typing, (4) telephone answering, and (5) making conference and travel arrangements.

c. Action Officer Questionnaire Comments. A total of 10 action officers were surveyed.

(1) Half of the action officers indicated that secretarial/administrative support was below average; the other half indicated it was average or above. Additionally, five action officers stated there were not enough secretarial personnel.

(2) The administrative functions considered most important were, in order of priority: (1) typing, (2) filing and telephone answering, and (3) copying. Of those administrative functions currently being performed by action officers, the following should be delegated to support personnel: filing, copying and proofreading (four) and typing (two). When support personnel are absent, six action officers indicated they perform the secretarial functions and four indicated they received substitute support from other secretaries.

(3) On the average, attorneys in OTAJAG process 68 actions per month. Over half (six) dictate responses/material and feel turn-around is adequate most of the time. Research and drafting documents average 36 minutes for each function or each document. Resources for research are, in order of priority: (1) Army Library and (2) agency files. Eight attorneys indicated they keep convenience copies. Generally speaking, adequate research sources are available; however, research is limited by assigned suspense dates.

(4) When asked what the attorneys would like to see in administrative support to make their jobs easier, they indicated more secretaries (six) and a filing system and clerk (one). The time spent by attorneys on routine administrative duties averaged 39 percent by each action officer.

5. Agency Overview. The agency provided general information as to support provided to or by other agencies, a list of documents they consider critical

(i.e., those with archival value), any planned equipment changes, problems they were experiencing with administrative support, and what they would like to see in an administrative system.

a. OTJAG uses OPUS terminal in DACH to MILPERCEN to request PCS orders and to effect JAGC personnel actions. USAMSSA provides print-outs for publication of FAGC Personnel and Activity Directory, court-martial and military justice statistical data, and reports for International Affairs Division.

b. OTJAG considers the following to be documents of archive value: organization files, claims investigation, court-martial files, foreign jurisdiction files, patent, copyright and trademark files, litigations, legislative and Congressional liaison, informational services, and command information.

c. OTJAG is planning to upgrade copy capability and WPC equipment in addition to getting another MILPERCEN terminal.

d. Problems experienced are: copying facilities, lack of in-house microfiche camera and file capacity, lack of computerized law book inventory.

e. OTJAG would like to see modern equipment to replace all out-dated equipment.

f. No changes are proposed which would affect administrative support.

6. Summary.

a. The agency is making an effort to improve equipment in support of administrative functions.

- b. Administrative support is generally adequate but need more secretaries or paralegals; action officers spend too much time performing administrative functions; word processing support is considered inadequate.
- c. OTJAG could benefit greatly by having access to legal data bases.

Appendix 14 to Annex B

Survey Summary

National Guard Bureau

1. General. The National Guard Bureau was surveyed during the period 9 January-7 February 1979. The survey began with a briefing to the agency point of contact and a subsequent briefing for representatives of the Army and Air National Guard. The agency provided information on personnel, organization, equipment, mission, functions, and problem areas. Questionnaires were distributed to action officers and administrative/clerical personnel. Finally, interviews were conducted with personnel down to division level.

2. Personnel. The agency-wide ratio of administrative/clerical to action officers (manager/supervisors include) is one for every three (3.1) action officers. The ratio below directorate level is one for every four action officers.

3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:

a. Typewriters: The agency has 60 IBM, 26 Olivetti, seven Olympia, 21 Remington, 16 Royal, 16 Smith-Corona, and 25 Underwood typewriters. They range in age from 1 to 26 years.

b. WP equipment: The agency has ten XEROX 850's, an IBM composer, two dictaphone central dictation units, 18 desk top dictation units, ten portable units, and three tape recorders.

c. Copiers: Copiers on hand are three XEROX's, one model 2400, a model 3100, and a 3600.

d. Micrographics: The agency has 20 micrographics readers--two Bell and Howell, 15 3M, one GAF, and two OCE.

e. Facsimile: There are two facsimile devices--one XEROX and one Graphic Sciences.

f. Administrative Support Vehicles: The agency also has three administrative support vehicles--one widget, one scooter, and one tug.

4. Interview/Questionnaire Comments.

a. Interview Comments. Seven personnel were interviewed. A synopsis follows:

(1) It is generally felt that administrative support is poor and unresponsive. Clerical skills need to be improved.

(2) Word processing is just being installed. It is generally felt that the WPC should be fully operational to include a central dictation capability. Some personnel feel that WP represents a loss of personal contact with the typist and one group (AF DPB) doesn't like its classified work being sent to a center where personnel don't have a "need to know."

(3) The general feeling within the agency is that the mail/distribution system is lousy. Much mail is missent or delayed. There is a request pending for a robot mail delivery capability.

(4) There is a unique problem within the agency due to the use of different forms and formats and a different way of operating in Air Force and Army. There is interface with NGB elements and their computer at the Columbia Building.

(5) The agency feels that reproduction capability and equipment must be upgraded to do an adequate job.

(6) Elements in the agency have a requirement and an application for ADP support (retrieval capability). A terminal will be installed soon to interface with the IBM 360-65 at the Columbia Building. When this occurs, the agency will also have an automated suspense system.

b. Administrative/Secretarial Questionnaire Comments. A total of 18 secretarial/administrative support personnel were surveyed.

(1) Of the 18 personnel, seven reported working overtime for a total of 164 hours per month. Sixteen assisted other administrative personnel outside of their immediate office primarily with typing (11) and copying (four). Sixteen indicated that their supervisors delegated work to them at least some of the time and ten felt he/she could delegate more. Ten felt they could do more of the things their supervisors now does, such as letter writing and calendar scheduling. Nine indicated they had a WPC available, but didn't use it all the time, primarily because of classified text. Sixteen maintained an internal suspense for a total of 24 hours per week.

(2) The typing workload survey indicated that the average number of pages per typist per week was 13, 75 percent of which were one to three pages long. Eighty-five percent of the input was in longhand and 87 percent of the output was original typing.

(3) Seventeen responded to the activity worksheet. Of all activities performed, the top five in terms of time spent in an average day were: typing (33 percent), telephone answering (18 percent), proofreading (8 percent), mail distribution (7 percent), and miscellaneous duties (5 percent). Their top five priorities were in order: (1) typing, (2) telephone answering, (3) proof- reading, (4) making travel/conference arrangement, and (5) maintaining calendars/schedules.

c. Action Officer Questionnaire Comments. A total of 14 action officers were surveyed.

(1) Eleven of those surveyed felt that they were getting average to excellent administrative support and considered typing, filing, and copying to be the most important functions.

(2) Ten of the 14 action officers responded that they provided their own support when their regular support is absent.

(3) None of the 14 action officers used dictation.

(4) Twelve action officers indicated they had adequate sources available to them for research purposes. The source used primarily by most (ten) was their own agency files, other agency files and the Army library in that order. Nine action officers reported maintaining convenience files of

completed actions. Ten indicated that the time allocated to each action was restricted by suspense dates placed on that action. The average number of actions reported per action officer per month was 124.

(5) In an average day, action officers were spending 60 percent of their time performing administrative functions, such as copying, filing, typing, scheduling, and running errands.

(6) When asked what they would like to see in an administrative system to make their job easier, action officers listed better administrative personnel support, stenographer support, a WPC, and a copying machine as their top four priorities.

5. Agency Overview. The agency provided general information as to documents they consider critical (archival value), planned equipment changes, problems being experienced with administrative support, and their desires for a good administrative support system.

a. NGB considers the following to be key documents: organizational histories, studies, drawings and plans for NG armories, training areas and airbases, selected policy, logistics, FOIA, comptroller, Privacy Act, legal opinion, EEO files, organization, and NGB regulatory histories.

b. ACSI has a request for a Robot Mailmobile funding approval. An automated suspense control system has been developed and an automated reference index for historical documents is planned. Procurement of an OCR scanner is planned for late FY79, early FY80.

c. The biggest administrative support problem from an agency viewpoint is the lack of responsive printing/duplicating service.

d. The agency would like to see a better in-house system for large or multipage printing/duplicating (e.g., XEROX 9600).

6. Summary.

a. The agency's plans for the improvement and utilization administrative support equipment will do much to improve what is now received as poor administrative support.

b. Problems being experienced within the agency have been stated as: (1) poor and unresponsive administrative support, (2) a poor mail/distribution system, (3) inadequate printing/reproduction support, and (4) difference of forms, format, and procedures between Air Force and Army.

c. The automated suspense control system that will soon be implemented is yet another duplicate of ASG system. Additionally, the historical index/retrieval system planned should be monitored for possible interface with the overall administrative support system.

Appendix 15 to Annex B  
Survey Summary  
Officer of the Surgeon General

1. General. The office of the Surgeon General was surveyed during the period 11 January 1979 to 23 February 1979. Only that element of OTSG housed within the Pentagon was included in the survey. We initiated the survey with a briefing to the agency point of contact. The agency provided information on personnel, organization, mission, functions, equipment and problem areas. Questionnaires were distributed to action officers and administrative/clerical personnel. Finally, interviews were conducted with the executive officers/action officers at directorate level.
  
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers is one to every three (2.6) action officers. For purpose of this computation, action officer is defined as all other than administrative/ clerical support personnel to include managers/supervisors. The ratio of administrative/clerical personnel to action officers below directorate level is one to three (2.6).
  
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:
  - a. Typewriters: The agency has 151 typewriters of various brands and ages.

b. WP Equipment: One ICS central processing unit with 5 CRT typing stations, one Diablo printer, and one GE terminette in a central arrangement. Also, within the center are located two Lanier central dictation recorders with seven Lanier transcribers. Located throughout the agency are 11 IBM MTST's and two Mechanical Composers.

c. Other Dictation Equipment: Throughout the agency are located the following desk-top dictation/transcription units: 11 IBM, seven Lanier and seven miscellaneous dictation units and five IBM transcription units.

d. Copiers: Copiers on hand include three XEROX 2400's with sorters and one IBM 6801.

e. Micrographics Equipment: The agency has three reader/printers and 17 readers of various brands.

f. ADP Equipment: One IBM 026 keypunch and one terminal.

g. Other Equipment: 13 adding machines, 87 calculators, one Auto-pen, one Code-A-Phone, and addressograph and graphotype.

#### 4. Interview/Questionnaire Comments.

a. Interview Comments: Eight personnel were interviewed. A synopsis of those comments follows:

(1) Administrative support is not considered adequate and no backup support is available. Skills of administrative support personnel need improvement and training required to develop administrative assistant level support.

(2) Word processing support is generally considered inadequate for the following reasons: not responsive, AO's need direct interface with WPC, and need delivery system for WPC work.

(3) Agency personnel interface/coordinate with OTSG at Buzzards Point, MILPERCEN and HSC, Fort Sam Houston. AO's walk through most clearances within the agency--coordination by electronic means was suggested. The agency is now planning to get a terminal to MILPERCEN. Delivery between AO's and WPC is handled through pneumatic tube system. More ADP support is needed and desired (retrieve research information, better access to PROBE, access to MEDLARS).

(4) Reproduction capabilities have improved but AO's must still do own copying.

(5) Interviewees expressed a dislike for central file or consolidated mailroom concept.

(6) The suspense system nurtures prioritizing of documents by due date, not by importance of the document suspended.

(7) Other comments received: audio visual support is unresponsive; would like micrographics support.

b. Administrative/Secretarial Questionnaire Comments. A total of 20 secretarial/administrative support personnel were surveyed.

(1) Of 20 personnel, eight reported working overtime for a total of 48 hours per month. Fourteen indicated they assist other secretarial/administrative personnel outside their immediate office at least some of the time with typing (12) or filing (three) and telephone answering (two). Twenty persons indicated that their supervisors delegated them work and

eight stated the supervisor could delegate more. Only three indicated activities that could be performed by themselves rather than by their supervisors or action officers. Four persons that they perform (large copying jobs and delivery/pickup) could be done somewhere or by someone else. All personnel indicated they had WPC available but only seven actually use it for a volume of 21 pages per week. Reasons for not using WP were: work was confidential (three), AO's didn't want to use it (two), typos, wrong formats, not proofread (six). Eighteen of the 20 persons contacted maintain an internal suspense system for a total time required of 72 hours a week.

(2) The typing workload summary completed by 32 persons indicated that an average of 68 pages per week were typed, 64 percent of which were documents of 1-3 pages in length, 69 percent input by longhand and 70 percent were original typing. On the average, 11 pages of typing per week were prepared for computer input and eight pages per week were statistical in nature.

(3) Twenty-six persons responded to the activity worksheet. The five most time-consuming activities were: typing (34 percent), telephone answering (5 percent), and quick copy (5 percent). The average top five priorities were, in order of priority: (1) typing, (2) telephone answering, (3) proofreading, (4) calendars and schedules and (5) making conference and travel arrangements and mail.

c. Action Officer Questionnaire Comments. A total of 19 action officers were surveyed.

(1) Fifteen of those surveyed indicated average or better secretarial/administrative support. The most important administrative functions were, in order of priority: typing, filing, retrieving files, copying and telephone answering. Only seven persons indicated there were no administrative duties they could delegate to secretarial/administrative personnel.

(2) Six action officers must perform administrative functions when their support personnel are absent; most arranged for help from other secretaries or the WPC. Action officers spend 26 percent of their time performing routine administrative duties.

(3) Generally, most are satisfied with the mail distribution. Each action officer surveyed had an average of 33 actions per month. Only five dictate their work; 16 indicated they did not use dictation. The time spent in drafting material averaged 35 minutes per document.

(4) A majority indicated adequate research sources were available and used agency files as their primary source of information. Fourteen action officers kept convenience copies of material in personal files.

(5) When asked what action officers would like to see in an administrative system to make their jobs easier, they listed: better administrative support, better copy facilities, and more secretaries. A few (two) indicated better WPC support, dedicated files and more graphic aids.

5. Agency Overview. The agency provided general information as to support provided to or by other agencies, a list of documents they consider critical (i.e., those with archival value), any planned equipment changes, problems

they were experiencing with administrative support, and what they would like to see in an administrative system.

a. OTSG provides administrative support to Field Operating and Joint Health Service Agencies.

b. No documents were indicated to be of archival value. There are no changes planned in current ADP or WP systems, other than getting a terminal to MILPERCEN.

c. The agency indicated problems and delays in audiovisual requirements, forms and publications requirements and supply requirements.

d. OTSG indicates a desire to do whatever is possible to develop a good administrative support system, if a better one exists.

e. There are no changes planned in mission/function or reorganization which would affect administrative support within OTSG.

#### 6. Summary.

a. OTSG has a fair amount of administrative support equipment but much of it (WPE and dictation) needs updating. The ratio of action officers to support personnel appears adequate but interviewees indicate it is not.

b. Problems are evident in the limited use of the WPC and minimal amount of dictation used. Action officers spend 28 percent of their time performing administrative duties.

Appendix 16 to Annex B

Survey Summary

Office, Chief of Chaplains

1. General. The office of the Chief of Chaplains was surveyed during the period 5 January-8 February 1979. The agency point of contact was given an initial briefing and a subsequent briefing was provided for the agency executive officer and division chief's. The agency provided information on personnel, organization, equipment, mission, and functions. Questionnaires were distributed to action officers and administrative/clerical personnel. Follow-up interviews were conducted with personnel down to division level.
2. Personnel. The agency-wide ratio of administrative support to action officers (managers/supervisors included) is one for every two (1.5) action officers. The ratio below division level is one for every three (2.6) action officers.
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:
  - a. Typewriters: The agency has 16 IBM, one Olivetti, four Remington, three Royal, four Smith-Corona, and one Underwood. They range in age from 1-25 years.
  - b. WP Equipment: The agency has two MTST typewriters.
  - c. Copiers: The agency has one SAXON-1 copier.
  - d. ADP Equipment: The agency has one Univac 500 terminal to MILPERCEN.

e. Electric Files: The agency has three Diebold electric files.

4. Interview/Questionnaire Comments.

a. Interview Comments. Four personnel were interviewed. A synopsis of those comments follows:

(1) It is generally felt that administrative support is adequate; however, there is poor management of the workload among agency resources.

(2) Agency personnel would like the kind of support a WPC can provide.

(3) Mail distribution is considered inadequate.

(4) There is a terminal to MILPERCEN; however, a partial backup manual capability is maintained for up-to-date file purity.

(5) The copier available does not produce quality copies.

b. Administration/Secretarial Questionnaire Comments. A total of three secretarial/administrative support personnel were surveyed.

(1) One individual worked overtime for a total of 20 hours per month. Two performed typing and collating for offices outside of their own. Two indicated their supervisors delegated work to them most of the time and felt they could delegate more. All three have access to a WP capability and two of them used it. In this case this meant they knew how to operate the MTST. All three maintained an internal suspense system for a total of 1 hour per day.

(2) The typing workload summary indicated that the average number of pages per typist was 405, 89 percent of which were one to three pages in length. Eighty-two percent of input and 37 percent of output was prerecorded.

(3) Four responded to the activity worksheet. Of all activities performed, the top five in terms of time spent in an average day were: typing (62 percent), telephone answering (11 percent), and proofreading, report writing and filing (5 percent each).

c. Action Officer Questionnaire Comments. A total of four action officers were surveyed.

(1) All surveyed felt they were getting at least average administrative support and considered typing and filing to be the most important support functions.

(2) All surveyed had someone else to provide administrative support in the absence of their regular support personnel.

(3) Only one utilized dictation (steno) and received excellent turnabout.

(4) All indicated they had adequate sources available for research and primarily used agency files as a source. Two indicated they kept convenience files. Only one felt his research time was restricted by suspense dates. The average number of actions reported per action officers per month was 84.

(5) In an average day, action officers reported spending 28 percent of their time on administrative functions such as making copies, filing, and scheduling.

(6) When asked what they would like to see in an support system to make their job easier, action officers listed better copying support, a WPC, and central files as their priorities.

5. Agency Overview. The agency provided general information as to support given to other agencies, documents they consider critical (i.e., having archival value), and improvements they would like in administrative support.

a. OCCH provides support to the US Army Chaplain Board, an FOA at Fort Wadsworth, NY.

b. Documents considered critical are marriage and baptism certificates, MOU's, and general officers correspondence.

c. The agency would like to see more frequent mail deliveries.

6. Summary.

a. The agency currently has some antiquated WP and copying equipment, but it is utilized to full capacity.

b. The ratio of administrative support personnel to action officers is adequate although some individuals feel their workload could be better managed/distributed.

c. The officer personnel management system is both automated (terminal to MILPERCEN) and manual primarily because of poor response and inaccurate information on the MILPERCEN data base.

Appendix 17 to Annex B

Survey Summary

Office of The Inspector General

1. General. The office of the Inspector General and Inspector General Agency were surveyed during the period 9 January-8 March 1979. The survey was initiated with a briefing to the point of contact and a subsequent orientation for agency/division representatives. The agency provided information as to personnel, organization, mission, functions, equipment, and problem areas.
2. Personnel. The agency-wide ratio of administrative/clerical personnel to action officers (includes manager/supervisors) is one for every three (2.6) action officers. The ratio below division level is one for every three (2.5) action officers.
3. Equipment. A listing of agency support equipment was provided. A summary of that equipment follows:
  - a. Typewriters: The agency has 62 IBM, two Royal, and one Smith-Corona typewriters.
  - b. WP Equipment: The agency has two Computext shared logic units, one TY-DATA terminal, and seven MTST word processing systems.
  - c. Dictation Equipment: The agency has 44 Sony, two Uher, 23 Wollensak-3M, and 12 Lanier dictation units.

d. Other: The agency also has seven micrographics readers, one copier, and one facsimile machine.

4. Interview/Questionnaire Comments.

a. Interview Comments: Eight personnel were interviewed. A synopsis of those comments follows:

(1) Perceptions of administrative support personnel ranged from that of no problems experienced to a lack of lower grade support personnel.

(2) Generally, there is little acceptance of a WPC concept or the upgrade of current MTST machines. Office having MTSTs are satisfied with them and feel no need for other equipment.

(3) This agency generates little paperwork other than reports of inspections and investigations. Normally these reports are prepared on site and left with the inspected unit.

(4) The Assistance Division has an ADP system which gives management reports on the status of assistance cases. An agency-wide management information system (IGMIS) is being developed and will contain information on all IG activities.

(5) Copying and access to a copy machine presents problems for AOs.

(6) There are many files kept within the agency which are working files. Some record files are kept on microfiche.

(7) Administrative personnel spend a lot of time scheduling trips and preparing orders.

b. Administrative/Secretarial Questionnaire Comments. A total of five secretarial/administrative personnel were surveyed.

(1) None reported working overtime. A few (two) performed typing for other offices some of the time. Four indicated their supervisors delegated work only some of the time and felt he/she could delegate more. Three felt they could perform some of the duties their supervisors now performs, such as placing calls and proofreading. Three indicated WP was available but none of them used it for the following reasons: they had their own MTST, there was not enough work to send there, or they weren't trained in use of MTST. All five kept an internal suspense system for a total of 6 1/2 hours per week.

(2) The typing workload survey indicated that the average number of pages produced weekly was 39, 46 percent of which was 15 pages or more in length. Forty-one percent of the work input was both longhand and copy type, and 62 percent of the output was original typing.

(3) Results from the activity worksheet showed that the top five of all activities performed were: typing (34 percent), proofreading (13 percent), mail distribution (11 percent), telephone answering (10 percent), and copying (6 percent). The top five priorities were, in order: (1) typing, (2) proofreading and scheduling, (3) quick copy and conference/travel arrangements, (4) telephone answering, and (5) mail distribution and filing.

c. Action Officer Questionnaire Comments. A total of 10 action officers were surveyed.

(1) Nine of those surveyed felt they were getting at least adequate administrative support and felt that typing, filing and copying were the most important functions.

(2) Only two of the 10 AOs reported providing their own support when their normal administrative support was absent.

(3) Only three of the seven AOs used dictation (cassette and steno) for a total of 29 hours per week. They generally were not pleased with turn-around transcription time.

(4) Nine of 10 AOs indicated adequate research sources were available and listed agency files as their number one source. Nine also kept convenience files. Only two indicated that suspense dates limited the time they had to do researching. The average number of actions per AO per month was 40.

(5) In the average day, AOs reported spending 52 percent of their time on administrative duties such as copying, filing, assembling documents, and errands. Sixty-one percent of the time on each action was spent drafting, coordinating and waiting.

(6) When asked what they would like to see in systems to make their jobs easier, they listed better administrative support, more motivated personnel and a better filing system.

5. Agency Overview. The agency provided general information as to support provided, a list of documents they consider critical (i.e., those with archival value), planned changes, problem areas, and what they would like to see in an administrative system.

- a. OTIG receives ADP support from USAMSSA for a variety (nine) of special reports.
- b. Documents which the agency considers critical are inspection files, investigation files, and GAO audit reporting files.
- c. The agency is developing a management information system to assist in the analysis of inspection findings.
- d. Delays in the installation of Computext WP system has created problems with typing support.
- e. The agency would like to see a microfiche conversion system and a better reproductive capability.

6. Summary.

- a. Generally, the agency has made good use of WP equipment on hand (MTST) but is experiencing problems with the installation of Computext equipment.
- b. Ratio of administrative support personnel to action officers overall appears to be adequate. There is some concern over the quality of some of those personnel.
- c. The agency is developing an automated management information system (IGMIS) to assist in the analysis of inspection findings.
- d. There is good potential for conversion of many files to microfiche.

ANNEX C

AGENCY CHECKLIST

AGENCY \_\_\_\_\_ DATE \_\_\_\_\_

POC \_\_\_\_\_ TEL. NO. \_\_\_\_\_

The following preliminary information is needed prior to performing a survey and conducting interviews within your organization.

I. DOCUMENTATION

A. Attach a copy of your agency organization chart down through division or branch level, as appropriate (a telephone or similar roster will suffice if it shows organizational breakdown).

B. Attach a copy of the TDA for your organization. Indicate by a check mark ( ) all TDA positions that are currently filled. List additional personnel by quantity, grade and position title.

C. Attach a copy of the floor plan for space occupied by your organizational elements.

D. Attach a copy of your organizations mission and functions statement. (Include any other documents governing administrative support within the agency i.e. policy statements, SOPs, CSMS).

II. Please complete the attached administrative support equipment list.

III. Please provide a brief narrative for each of the following:

A. Administrative support provided to or by other agencies or locations (e.g. USAMMSA, other word processing centers).

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B. A description of the type of documents which your agency considers key/critical (i.e. those with archival value).

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C. Planned changes in equipment (word processing, data processing, etc) and status of those changes.

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AGENCY CHECKLIST

D. Problems your organization is experiencing with administrative support.

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E. What would your organization like to see in a good administrative support system.

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F. What future plans will affect administrative support within your organization (i.e. reorganization, changed mission/function).

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**\*TYPE.....Word Processing, Micrographics, ADPE, Copiers, Facsimiles, all Typewriters, Communications and Dictation**

ANNEX D  
ADMINISTRATIVE/SECRETARIAL QUESTIONNAIRE

NAME \_\_\_\_\_ POSITION \_\_\_\_\_

AGENCY/OFFICE \_\_\_\_\_  
(Include Directorate/Division/Branch as appropriate)

ROOM NO. \_\_\_\_\_ PHONE NR. \_\_\_\_\_

1. Do you work overtime? (circle one) YES NO

If so, how many hours? \_\_\_\_\_ hours average per month.

2. Do you assist other secretarial/administrative personnel outside your immediate office on any activities? (circle one)

1 2 3 4 5  
NEVER SOMETIMES ALWAYS

What jobs do you perform for other offices and what offices?

3. Does your supervisor delegate work to you? (circle one)

1 2 3 4 5  
NEVER SOMETIMES ALWAYS

Could he delegate more? (circle one) YES NO

4. List the activities currently being performed by your supervisor/AOs you support that you feel you could do.

5. List any activities you perform which you feel should be done by someone or somewhere else and who or where that activity should be (use titles not names).

6. Is a Word Processing Center (WPC) available for your use? YES NO

Do you use word processing? (circle one) YES NO

Why? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

How much does a WPC do for you? \_\_\_\_\_ pages per week.

7. Do you maintain an internal suspense system? (circle one) YES NO

If so, how much time do you spend on this activity? \_\_\_\_\_ per day or  
\_\_\_\_\_ per week.  
(hrs) (mins)

## ANNEX E

ARSTADS

## TYPING WORKLOAD SUMMARY

WORKLOAD	AVERAGE WEEKLY PAGES
A. DOCUMENT LENGTH  1-3 pages 4-15 pages 15 or More Pages Other (envelopes, labels, cards, etc)	Total*
B. WORK INPUT (Count pages after typing)  Longhand Shorthand Machine Dictation Composed by Typist Copy Type (printed or typed) Pre-Recorded (EX: Same letter sent to many addressees)	Total*
C. WORK OUTPUT  Original Typing Revision Typing (drafts, redraft) Pre-Recorded Typing	Total*
D. SPECIFIC WORKLOAD REQUIREMENT (Not a total of above)  Statistical Typing Classified Typing Computer Input Typing for Typesetting Printing or Publication Other (Specify)	

\*These 3 totals should be the same.

INSTRUCTIONS: Enter your best guess for the typing you do in an Average WEEK.

## ANNEX F

## INSTRUCTIONS

## ARSTADS INTERVIEW WORKSHEET

General: This worksheet is intended for use by all administrative support personnel (secretaries, clerks, clerk-typists) within each agency (i.e. one column for each individual). Reproduce this worksheet if there are more than six (6) administrative support personnel within your organizational element.

<u>ACTIVITY</u>	<u>EXPLANATION</u>
TYPING	Enter average minutes per day engaged in typing.
PROOFREADING	Enter average minutes per day engaged in proofreading/editing.
TAKING SHORTHAND	Include any time spent transcribing.
TELEPHONE ANSWERING	Self explanatory.
REPORT WRITING	Include here any time spent drafting or composing letters, etc. (gathering information for yourself or others to complete a report).
FILING	Self explanatory.
FILE RETRIEVAL	Include here any research time associated with files retrieval.
MAKING CONFERENCE & TRAVEL ARRANGEMENTS	Self explanatory.
GOING FOR QUICK COPY	Include time spent copying documents of ten (10) pages or less requiring 10 copies or less.
COPYING	Include here time spent copying documents larger than ten (10) pages and more than ten (10) copies each (include time spent waiting to use copier).
CALENDARS & SCHEDULES	Include time spent coordinating schedules and maintaining calendars.
MAIL	Include time spent sorting, opening, logging, and distributing mail.
OTHER	Include receptionist duties; errands (such as obtaining supplies, handcarrying paperwork, etc); maintaining time cards.
PERSONAL SERVICES	Include items such as coffee making, distributing checks, housekeeping, etc.

ARSTADS INTERVIEW WORKSHEET

AGENCY DIRECTORATE DIVISION BRANCH

COLUMN 1 - What activities take up most of your time (in minutes per day)

COLUMN 2 - What are the highest priorities of the activities you perform?  
Rank them 1-5 (1 being the highest).

COLUMN 3 - X-enjoy doing this activity.                    O-do not enjoy doing this activity.

ACTIVITY	1			2			3			4			5			6		
	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
Typing																		
Proofreading																		
Taking Shorthand																		
Telephone Answering																		
Report Writing																		
Filing																		
File Retrieval																		
Making Conference & Travel Arrangements																		
Going for Quick Copy																		
Copying																		
Calendars & Schedules																		
Mail																		
Other																		
Personal Services																		

## ANNEX G

ARSTADS

ACTION OFFICER QUESTIONNAIRE

NAME \_\_\_\_\_ POSITION \_\_\_\_\_

AGENCY/OFFICE \_\_\_\_\_  
(Include Directorate/Division/Branch as appropriate)

ROCM NR. \_\_\_\_\_ PHONE NR. \_\_\_\_\_

1. Do you feel you are getting adequate secretarial/administrative support? Why?

POOR	AVERAGE	EXCELLENT		
1	2	3	4	5

(circle one)

2. List the administrative function(s) (e.g. typing, filing, scheduling, etc) you feel are most important to you.

3. List the administrative functions you perform that you would like to delegate to your support personnel. (e.g. telephone answering, filing, etc).

4. When your regular secretarial/administrative support personnel are absent, who performs their functions?

5. Do you receive your phone messages promptly and completely? (circle one)

NEVER	SOMETIMES	ALWAYS		
1	2	3	4	5

6. How many times a day is mail normally distributed? \_\_\_\_\_
- 
- Are you satisfied with this arrangement? (circle one)

NEVER	SOMETIMES	ALWAYS		
1	2	3	4	5

Do you type your letters, memos, reports, etc? YES \_\_\_\_\_ NO \_\_\_\_\_

If so, what method do you use?

Stenographer \_\_\_\_\_  
Dial dictation \_\_\_\_\_  
Cassette dictation \_\_\_\_\_  
Other \_\_\_\_\_

8. What is the average length of time you spend dictating?

Daily \_\_\_\_\_  
(min) Weekly \_\_\_\_\_  
(hrs)

9. Are you receiving adequate turn around from dictation on draft submissions?

(Circle one)

NEVER	SOMETIMES	ALWAYS
1	3	4
2		5

10. Do you allow erasures on your typing job(s)? (circle one)

NEVER	SOMETIMES	ALWAYS
1	3	4
2		5

11. Which of the following sources do you use for research? How do you rate them in terms of value and importance? (i.e. sources you go to most often).

<u>SOURCE</u>	<u>PRIORITY</u>
Army Library	_____
OPTIMIS	_____
Agency Files	_____
Other Agency Files	_____
Other Services (AF, Navy) Files	_____
Other (explain)	_____

12. Please complete the following.. Indicate the time in minutes per day (average) you spend on each of the following activities.

<u>ACTIVITY</u>	<u>Minutes/day</u>
Phone calls answered (i.e. call you answered first)	_____
Making copies (include time waiting in line)	_____
Filing	_____
Retrieving files	_____
Typing	_____
Preparing reports (include research time)	_____
Scheduling/record keeping	_____
Assembling & collating documents	_____
Errands (obtaining supplies, handcarrying paperwork, etc)	_____

13. Do you maintain convenience copies of files/action papers? Yes        No         
If so, Why?
14. How many actions do you process on the average each month                  ?
15. For each action, how much time (percentage) on the average do you spend  
on each of the following?              Researching              Coordinating  
             Drafting action papers              Waiting for preparation (final  
type, editing, etc.) of the document.
16. Is the time spent researching each action limited by suspense dates( i.e.  
do you spend less time than you would like to in research because of  
suspense dates) ? Yes        No
17. Do you feel that you have adequate sources available to you for researching  
actions? Yes        No        If not, what would you like to have?
18. Briefly describe what you would like to see in an administrative support  
system to make your job easier. Assume no limit on resources.

ANNEX H

DAAG-OPS-S

6 Feb 79

MEMORANDUM FOR RECORD

SUBJECT: Automation in the Army Library

1. GENERAL. Mr. David Bartlett, ARSTADS, met with Mrs. Mary Shaffer, Director of the Army Library, for the purpose of touring the library and looking at the automated equipment and systems used to assist library personnel in support of its users.

2. FINDINGS.

a. ARMY LIBRARY ACQUISITIONS SYSTEM (ALAS). The data base for ALAS is maintained and reports are produced on the USAMSSA computer with all updates handled by library personnel by use of on-line terminals. The purchase orders for subscriptions to periodicals, services, and microform updates, including publisher, cost, quantity and a listing (for the Budget Office) of all expenditures for the purchase of publications are accessible on this system. ALAS produces a computer listing of the Army Library's periodical holdings. It aids users in identifying general subscriptions, legal subscriptions and subject indexing listings.

b. FEDLINK SYSTEM. This is an automated cataloging system for Federal agencies and is known as the Ohio College Library Center (OCLC) System, Columbus, Ohio. The data base of OCLC contains over one million records and references. All inquiries and actions are handled by Army Library personnel using on-line terminals. The title of the publication, year published, author, and library call numbers are needed to catalog and/or trace the publications for users. Besides being the inquiry system for the cataloging of documents, the system produces labels for book cards, pockets and book spines automatically on a terminal printer.

c. DEFENSE DOCUMENTATION CENTER (DDC) SYSTEM. Provides a catalog of subject, title, indexes and other key elements to aid in the location of studies and reports. The information available consists of study reports, roles, missions, organization studies and any report which records the results of a significant study effort which assists in decision making. The Defense RDT&E on-line system at DDC for technical literature provides a retrieval capability from three major data banks that contain records on completed, on-going and planned RDT&E efforts. The DDC terminal permits the user to view, search records, modify searches, and obtain a papercopy of whatever appears on the terminal screen. The Army Library on-line terminals provide the bibliographic information needed to identify documents at DDC, DLSIE and NTIS and are controlled by library personnel.

MEMORANDUM FOR RECORD  
SUBJECT: Automation in the Army Library

d. BIBLIOGRAPHIC RETRIEVAL SYSTEM. The BRS is the commercial data base with access to 15 different files such as Physics Abstracts, Education, Medical, Business Automation, Agriculture, etc. These files are bibliographic references to documents containing description, name, location, etc. Contract for use of this data base is based on "pay for amount of time used." The library has an on-line capability with BRS.

e. NEW YORK TIMES INFORMATION BANK (NYTIB). As of 18 Jan 79, the Army Library installed on-line terminals to NYTIB. The system stores and retrieves information from the Times and other newspapers and periodicals. Descriptions are used to file and locate the desired material. Newspaper articles and periodicals can be accessed and retrieved as far back as 10 years.

f. CONGRESSIONAL INFORMATION SERVICE. This is a microfiche file which contains Congressional documents such as hearings, reports, and papers, supported by microform readers, reader-printers and portable readers.

3. FUTURE PLANS. During the time frame of Jun/Jul 79, The Army Library will be installing their own mini-computer. Space is being prepared now to house the mini-computer in the library. The library will have terminal hook-ups and the mini-computer will handle an Automated Circulation System now being prototyped by the National Library of Medicine, Lister Hill Center, as a prototype system. More modules and applications will be added to the mini-computer after the circulation system is operational.

4. SUMMARY. The Army Library is advancing with state-of-the-art technologies to improve support for its users. Consideration should be given to the possibility of all Army libraries interfacing with the Army Library for better service and up-to-date information required by users.

  
DAVID J. BARTLETT  
ARSTADS Planning Group

## ANNEX I

## EQUIPMENT SUMMARY

PAGE 1 OF 9 PAGES

CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	Maintenance Cost/Year	LEASE/RENTAL COST/YEAR
TYPEWRITERS: (THIS REPRESENTS TOTAL NUMBER REPORTED)	IBM (Various Models)	715	\$ 289,059	CONTRACT DSS-W	-0-
	OLIVETTI (Various Models)	78	48,771*	CONTRACT DSS-W	-0-
	REMINGTON (Various Models)	61	21,106*	CONTRACT DSS-W	-0-
	ROYAL (Various Models)	91	14,765*	CONTRACT DSS-W	-0-
	SCM (Various Models)	35	8,336	CONTRACT DSS-W	-0-
	UNDERWOOD (Various Models)	66	19,296*	CONTRACT DSS-W	-0-
	OLYMPIA (Various Models)	6	1,086*	CONTRACT DSS-W	-0-
	NOT IDENTIFIED	194	60,356*	CONTRACT DSS-W	-0-
TOTALS		1,249	\$ 462,775*		

\*ESTIMATE

## ANNEX I

## EQUIPMENT SUMMARY

PAGE 2 OF 9 PAGES

CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	MAINTENANCE COST/YEAR	LEASE/RENTAL COST/YEAR
WORD PROCESSORS:					
(Includes OCR, compositors and dictation units in WP Centers)					
	IBM - MTST	119	\$ 844,817*	\$ 48,528	--
	IBM - MCST	9	47,756*	3,710	--
	Remington - MTST	12	92,300*	7,828	--
	Savin	3	5,813	409	--
	Qyx (Level 3)	1	3,931	---	--
	Lanier	2	---	---	5,191
	Lexitron	1	Unk	600	--
	Vydec	2	29,880	1,533	--
	Xerox 800	8	102,114	5,360	--
	Xerox 850	10	----	----	46,327
	Q-1 (sets)	3	63,000	10,714	--
	TyData	1	Unk	612	--
	SUBTOTAL	171	\$1,189,311	\$79,294	\$51,518

\*ESTIMATE

## ANNEX 1

## EQUIPMENT SUMMARY

PAGE 3 OF 9 PAGES

CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	Maintenance Cost/Year	LEASE/RENTAL COST/YEAR
WORD PROCESSORS:					
( Includes OCR, composer and dictation units in WP Centers )					
WANG 20		2	\$ ---	\$ ---	\$ 39,956
WANG 30		1	\$ ---	\$ ---	\$ 30,495
(Accutext) Computext		1	\$ 119,247	\$ 13,560	\$ ---
LCS-Computext		1	\$ 93,000	\$ 9,800	\$ ---
ICS System 6CRTs		2	\$ 102,836	\$ ---	\$ ---
Computext 4CRTs		1	\$ 79,200	\$ 6,863	\$ ---
Computext 4CRTs		1	\$ 62,880	\$ 6,432	\$ ---
IBM Composer		2	\$ 6,692	\$ 739	\$ ---
Addressograph		3	\$ 3,108	\$ 303	\$ ---
Addressograph Platemaker		2	\$ 1,400	\$ ---	\$ ---
Printer-VariType Compugraphic		2	\$ 4,110	\$ 318	\$ 4,000
Hendrix OCR		1	\$ ---	\$ ---	\$ 8,040
SUBTOTAL		19	\$472,473	\$38,015	\$82,491

## ANNEX I

## EQUIPMENT SUMMARY

PAGE 4 OF 9 PAGES

CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	Maintenance Cost/Year	LEASE/RENTAL COST/YEAR
WORD PROCESSORS: (Includes OCR, composers, and dictation units in WP Centers)	Dictaphone Systems Lanier Systems	8 14	\$ 4,490 9,180	\$ 1,637 431	\$ 25,402 --
	Lanier Transcribers: Edisette Tel-Edisette	18	5,460	1,370	--
	Sony	6	618	--	--
	SUBTOTAL	46	\$19,748	3,438	25,402
	TOTAL	236	\$1,681,532	\$120,747	\$159,411

## ANNEX I

## EQUIPMENT SUMMARY

PAGE 5 OF 9 PAGES

CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	Maintenance Cost/Year	LEASE/RENTAL COST/YEAR
DICTATION Recorders					
	3M	3	388	--	--
	Ampex	4	unk	--	--
	Sony	40	unk	--	--
	Dictaphone	25	8,557	--	--
	Tanberg	3	unk	--	--
	Norelco	7	1,887	--	--
	IBM	21	8,400	3,150	--
	Lanier	34	9,699	--	--
	Sanyo	10	1,400	--	--
	Wollensak	5	unk	--	--
	Uher	2	unk	--	--
	Edon	3	817	--	--
	Lanier	7	2,750	245	--
	Craig	1	207	--	--
	IBM	9	3,600	1,350	--
	Sanyo	9	1,107	--	--
	Sony	1	137	--	--
	Doro	2	unk	--	--
TOTAL		186	\$38,949	\$4,745	--

## ANNEX I

## EQUIPMENT SUMMARY

PAGE 6 OF 9 PAGES

CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	MAINTENANCE COST/YEAR	LEASE/RENTAL COST/YEAR
MICROGRAPHICS	Bell & Howell	4	5,245	1,158	--
Readers/Printers:	OCE	6	13,288	575	--
	3M	19	19,177	247	--
Readers:	Bell & Howell	2	325	--	--
	NMI	14	2,600	--	--
	WSI	51	22,572	200	--
	3M	24	3,153	3,098	--
	Quantor	5	on loan	200	--
	Realist	2	396	--	--
	Bruning	1	5,970	602	--
	Data-Graphix	2	unk	--	--
	Unknown	9	--	--	--
Reader-Verifier:	Scott	1	unk	--	--
Access:	Systems 60	1	12,000	--	--
	ABDick/Scott200	2	27,577	1,228	15,336
Record Processor	Scott	2	957	--	--
Micro Developer	Scott	2	3,589	--	--
Micro Printer					
TOTAL		147	\$116,849	\$7,308	\$15,336

## ANNEX I

## EQUIPMENT SUMMARY

PAGE 7 OF 9 PAGES

CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	MAINTENANCE COST/YEAR	LEASE/RENTAL COST/YEAR
COPIERS:					
Xerox		51	499,710	108,905	27,014
3M		3	unk	954	--
Saxon		6	7,552	836	5,967
IBM		4	52,735	7,200	5,684
Pitney Bowes		2	--	--	9,144
Kodak		3	45,695	7,540	23,300
Van Dyk		1	--	--	11,100
SCM		2	--	--	8,140
AB Dick		1	unk	232	--
TOTAL		73	\$605,692	\$125,667	\$92,349
FACSIMILE:					
Xerox		10	unk	unk	480
3M		1	unk	unk	unk
Graphic-Sciences		2	--	--	1,898
TOTAL		13	--	--	\$2,378

## ANNEX I

## EQUIPMENT SUMMARY

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CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	MAINTENANCE COST/YEAR	LEASE/RENTAL COST/YEAR
ADPE	Texas Instr.	20	\$27,675	--	1,200
Terminals:	GE Terminate	10	--	--	26,184
	Tektronic	7	--	--	40,594
	Natl Sys Genl	1	unk	unk	unk
	NCR	1	unk	unk	unk
	Omror.	1	unk	unk	unk
	Univac 500	1	unk	unk	unk
	Sperry Rand				
	Hewlitt Packard	1	3,648	--	--
	Unknown	1	2,666	--	--
	Inforex	5	unk	--	--
Printers:	Natl Sys Genl	1	unk	unk	unk
	IBM	1	unk	unk	unk
	Inforex	3	---	---	---
Punch/Sorter:	IBM Card Sort.	1	7,275	360	---
	IBM Keypunch	7	40,575	2,794	---
	TOTAL	61	\$81,839	\$3,154	\$67,978

## ANNEX I

## EQUIPMENT SUMMARY

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CATEGORY	MANUFACTURER AND/OR TYPE	QUANTITY	PURCHASE COST	Maintenance Cost/Year	LEASE/RENTAL COST/YEAR
CALCULATORS, ADDING MACHINES:	Remington Victor Addo-X Cannon Casio Friden Monroe Olivetti SCM Unknown	13 19 11 15 2 8 16 2 8 147	6,755 8,688 3,932 4,314 322 3,500 5,616 550 2,800 56,620	-- -- -- -- -- -- -- -- -- --	-- -- -- -- -- -- -- -- -- --
TOTAL		241	\$93,097	--	--
OTHER EQUIP	Auditizer Diebold Elect Files Code-A-Phone Ford Indus Moto Walkie Talkie Kyser Widget Lahr Scooter Raymond Tug	1 3 1 3 1 1 1 1 1	unk -- 488 2,070 91 -- 80 900 1,200 3,500	91 -- 488 2,070 91 -- 80 900 1,200 3,500	-- -- 435 -- -- -- -- -- -- -- --

END