

Executive Officer, Office of Special Operations

3 January 1951

Advisor for Management

Logging and Accountability of Cables in the Office of Special Operations

REFERENCE: Memorandum from Executive Officer, OSO, to Advisor for Management, dated 12 December 1950

1. An examination of distribution, control and destruction procedures employed in the handling of Agency-originated cables in the Office of Special Operations was effected by a member of my staff during the week of 18 December 1950. While the study was concerned with procedures for handling Agency-originated cables, cognizance was taken of procedures for handling non-CIA cables and other intelligence documents when the same or similar procedures were employed in the control of these intelligence documents.

2. It was found that each Division and Staff has established and effects its own procedures, forms, and systems for the control and distribution of cables and documents. Thus, one cable may be fully logged seven times if copies of the cable are sent to seven divisions or staffs of OSO. The number of logs, the number and type of entries, the utilization of the logs, and the number and kind of cable files varied from division to division. Also the cable volume varied considerably. The designation of "action" and "information" copies of CIA-originated cables prompted different handling in some instances. These many variances have resulted in complicated and time-consuming procedures for document accountability in OSO. It would appear that substantial gains could be achieved by standardization of OSO document control procedures.

3. Proposals for the simplification and standardization of procedures for handling CIA-originated cables resulting from this study are attached for your consideration. It should be noted that substantial manpower savings cannot be expected from standardization of only one segment of your document control procedures. However, the standardization which can be achieved should prove of considerable operational value to OSO.

4. No action will be taken regarding other document control procedures employed in the Office of Special Operations until you request the study be undertaken. It should be indicated that a major management study of OSO document control procedures should include a like study of similar procedures utilized by the Office of Policy Coordination and should be related to the document control procedures of other Agency offices.

5. A member of our staff will be available to confer with you on the proposed procedures for handling CIA-originated cables and to assist you in installing the procedure of your choice. Our forms design analyst will render all possible assistance in the design of needed forms.

PROPOSALS FOR SIMPLIFICATION OF PROCEDURES EMPLOYED IN THE  
DISTRIBUTION, RECEIPT, CONTROL AND DESTRUCTION OF CIA-  
ORIGINATED CABLES IN THE OFFICE OF SPECIAL OPERATIONS.

PROPOSAL A

1. Proposed Change

a. The Signal Center Envelope Receipt (CIA Form No. 35-10) be redesigned to provide additional space for log entries (a sample is attached). With this change, the initial entries of "message no." and "copy nos." by the Signal Center will be subsequently utilized by the recipient Divisions and Staffs.

b. A copy of Form No. 35-10 be retained by the control clerk of the recipient division and the additional pertinent control information be entered on the form for each item listed.

c. As each cable copy is destroyed or otherwise released from division control, such action be recorded on the proposed form.

2. Discussion

a. By use of the initial Signal Center entry as part of the log, a slight saving in logging time would result in recipient divisions. However, time required to read the cable, to identify the appropriate entry and to record "log" information would remain unchanged.

b. The time-saving indicated above might be offset by additional time required in searching the records for location information. The recipient divisions may be required to retain as many as ten log sheets per day rather than one sheet now being maintained.

c. In divisions, which maintain a single cable log for both CIA and non-CIA cables, a new log would have to be established.

3. Anticipated Gains

a. A slight saving in logging time at each division or staff control desk, probably no more than one-half hour per day.

b. Standard procedure throughout OSO for logging and disposition of CIA-originated cables.

PROPOSAL B

1. Proposed Change

- a. The Signal Center at time of reading the message for distribution prepare a complete identification entry by which message can be easily identified and maintain such entries in appropriate cross-indexes.
- b. Signal Center prepare a redesigned Envelope Receipt (CIA Form No. 35-10) with entries "Message no." and "Copy nos." completed in sufficient copies to provide one for the recipient division.
- c. Recipient division control clerk retain one copy of envelope receipt indicating internal routing opposite each message number.
- d. At time of destruction or other disposition, division control clerk enter action opposite entry on Form No. 35-10.
- e. Signal Center personnel provide reference service for identification of messages when "message number" is not known.

2. Discussion

- a. The logging of cables in the recipient divisions would be reduced by at least seventy-five per cent. The control work on cables would be reduced by at least fifty per cent. Since the larger foreign divisions employ one clerk full-time on cable control, this would result in one-half man-day saving per foreign division. However, the cable control clerk would be deprived of a written record of cable identification, other than the number. Experience has shown that responsible clerks feel they must have complete identification at their finger-tips to perform their job adequately. With such reaction, it would be virtually impossible to enforce the above-described procedure.
- b. The establishment of a cross-reference identification file in Signal Center would require about five additional employees to prepare the index and provide reference service. No delay in transmission need result as indexing can be completed after distribution of copies.

3. Anticipated Gains

- a. Reduction of approximately one-half man-day of work in each foreign division which would be offset by increased staff in the Signal Center.
- b. Provision of a central identification index.

SECRET

PROPOSAL C

1. Proposed Change

- a. The Signal Center distributors at time of reading messages for distribution prepare the log entry with all required notations in the same number of copies as there are copies of the message. A copy of the log entry will be affixed to the message and transmitted to the recipient with the copy of the message.
- b. Signal Center transmit messages with attached log entry to foreign divisions by a simple envelope number control.
- c. The recipient division control clerk pull the log entry slip from the message, indicate internal routing of the copy and file the entry slip.
- d. At time of disposition, the control clerk pull the appropriate log slip and indicate final disposition.

2. Discussion

- a. This procedure presupposes the use of a multiple-copy log slip, probably 3 by 5" in size, similar to document control slips of OCD. The log in each place would be a file of log entry slips.
- b. The divisional control clerk would be relieved of posting all log entries except for intra-divisional routing. At least one-half man-day of time per division would be saved. The clerk would retain a complete ready reference to the message.
- c. The Signal Center would require about three additional positions to permit preparation of the log entries and to affix the entries to the messages.
- d. The transmission of the cables to the division need not be delayed if the log entries are prepared concurrent with the typing and duplication of the messages.
- e. A uniform entry would exist which should permit easier reference to the messages. Also Signal Center would have on file a ready reference file to messages received which could be cross-referenced to the message itself.

3. Anticipated Gains

- A. One-half man-day of time per division would be saved.
- b. A net saving of two man-days should result when Signal Center increased staff is balanced against foreign divisions savings.

c. A uniform procedure and cable reference facility would be provided OSO which should enhance operations and facilitate identification and location of messages.

PROPOSAL D -- Minor Changes Possible in Present Procedure

1. Design of a standard log form for use of all cable recipients, which would limit amount of information to be recorded, would create some uniformity and provide a slight saving in time.

2. Direction that only "action" messages be identified by subject and area, with all "information" messages being logged by number only might suffice for reference purposes and would reduce the time employed in this procedure.