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12 October 1949

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Findings of Management Survey Team

The following five points have been brought to my attention by the Management Team which completed its survey of this Division at the end of last week. The thought of the Team was that these were points upon which we might act immediately without waiting for the draft of the survey, in which they would appear.

1. Use of Standard Abbreviations: It was pointed out that analysts and coders are not using standard abbreviations, and there is some question as to what words should or should not be abbreviated on ICF Cards and IBM Cards. It was advisable that we come out with a list of the more common words and precise instructions with respect to abbreviating them.

2. Typing of Short Lines: It was pointed out that some analysts are not typing excerpts on multilith masters when making extractions of five lines or less, but are pasting or scotch-taping the material on white forms. It is requested that analysts be advised to use their heads about this, and bear in mind that all heading entries may eventually have to be retyped if the clipping method is used. The fact that we gave five lines as the amount to be transcribed on masters does not mean that anyone who types a six or seven etc., line extraction on a master is in error. It is desirable to get as much information on masters as possible without causing the analysts to retype lengthy paragraphs and thereby spend too much of their time doing clerical duties.

3. Use of Blue Cards for Charge-outs: It was pointed out that the use of colored cards for charge-outs has back-fired in the process of making consolidations. Where one analyst requests that all cards pertaining to what appears to be "X" installation be pulled, the chances are that most of them will not be replaced in their original position, but will be returned to the file and consolidated under a single firm number. It thereby appears useless to tag them in their original position as having been temporarily withdrawn on loan. The best way to take care of cards pulled for consolidation would therefore seem to be the transcript sheet or request form. This will be going on all the time to some extent, but probably never as much as it is

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now during the overall jobs on the USSR and Yugoslavia. In the case of the analysts wishing to consolidate smaller countries, it is probably preferable that the analysts be given the entire file of cards on that country. In such cases, the analysts will supply a colored card to surplant each block of ICF Cards which they are taking over. In all other cases the colored cards will be used to indicate the temporary removal of ICF Cards from deck.

4. The Keeping of Logs by Sections: The maintenance of logs of individual documents by chiefs of analytical sections appears unnecessary. This office would be interested to know which sections are keeping them and how often logs are referred to. It is desirable that all logging be eliminated insofar as possible.

5. Indexing: The Block Control Sheet should be the only medium needed for control purposes. In order to effectuate bookkeeping at the completion of indexing, there is at present in use an individual production slip which Management feels should be eliminated. This would leave the Control Clerk with nothing to support her records. It is therefore suggested that a carbon copy of the routing ticket be provided and sent to the Control Clerk at the completion of indexing to take the place of the present individual production slip.

The above suggestions appear to be sensible and should be time-saving to the Register as a whole. I will appreciate their being put into effect as soon as possible, or receiving any objections to them in the mind of anyone concerned.

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(Note: Signed and transmitted by [Redacted] on 12 October 1949.)

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