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STANDARD FORM NO. 64

Office Memorandum • UNITED STATES GOVERNMENT

TO : Assistant Director for Collection and Dissemination

DATE: 10 November 1949

FROM : Management Officer

SUBJECT: Survey of Library.

1. The Chief of the Library, his supervisors, and his staff are to be commended for the competent and efficient administration of this very important segment of the Agency's activities. Substantial improvements have been effected within the last year. Throughout the Library the survey team found:

a. The activities were well organized and administered. High morale was evident in all activities. It is recognized that the fluctuating workload of the Library's activities presents difficulties in administration since personnel must at times be shifted to cope with workload. The large staff of the Library has provided the necessary flexibility for such temporary reassignment of personnel, while judicious execution of such reassignment has sustained morale and organizational integrity. Much help from operation Staff.

b. Work simplification is continuously being effected. Supervisors are alert in identifying both procedural and personality trouble spots and initiating corrective action. Moreover, the Library has consistently availed itself of staff assistance from the OCD Operations Staff and to a lesser extent from the Agency Management Staff.

c. The volume characteristic of the Library's activities permits wide utilization of mechanical devices and procedural techniques designed for mass operations.

d. The internal problems presently existing in the Library are primarily related to backlogs which developed before the Library was adequately staffed. Current authorized strength is inadequate in some areas. ?

e. A pressing need for an increased space allocation to this activity exists.

f. Procedural and organizational weaknesses in other parts of the Agency present difficulties for the Library. Correction of these weaknesses may require readjustment of the Library's organization and procedures. (See paragraph 5.)

2. The Reference Branch is responsible for all normal library information and circulation activities. A discussion of each of its sections will include survey recommendations and plan for implementation of the recommendations.

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NO CHANGE in Class. ☐
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a. Information Section - All requests for information, as distinguished from specific documents, are serviced by this Section. As part of such service, information searches are conducted and bibliographies are prepared. The document index of the Machine Methods Division serves as an extension of this activity and provides machine selection and intellofax listings for selected items. The following action should enhance this activity:

(1) Evaluations prepared by ORE and OSI of intelligence information documents should be available for future reference. A suggested procedure for incorporating these evaluations into the Library's files is attached as Tab A. (The Chief of the Library will obtain appropriate concurrences from Liaison Division, OCD, ORE, and OSI and be responsible for implementation of the procedure.)

(2) The designation of separate telephone extensions for information and for circulation should facilitate easier and more prompt service. (The Chief of the Library is taking appropriate action.)

(3) Difficulty has been experienced in satisfying requests which are related exclusively to area and have no subject reference. (A discussion held with Chief of Machine Methods Division and Library supervisors during the survey resulted in a decision to hold machine index cards separate for one month to permit easier searching of these cards by desired area. The bulk of area requests are confined to the latest month's new accessions.)

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(4) It was brought out that poor utilization is made of the subject index to [redacted] reports, but that this index becomes important when there is a significant foreign development, e.g., Tito's break with the Kremlin. It was suggested that the Library advertise the existence of this index and solicit use of it. (The Chief of the Library assumes responsibility for implementing this recommendation.)

(5) Considerable staff time is consumed in typing bibliographies for requesters. (The perfection of the intellofax equipment will lessen ~~eliminate~~ this difficulty.)

(6) Significant bibliographies prepared for one requester are often typed onto multilith mats, given an information report number, and disseminated to all possibly interested parties in CIA and IAC. Thirty of such bibliographies have already been disseminated. No action has been taken to determine how useful such bibliographies are to the researchers who receive them on spontaneous dissemination. Moreover, a plan for spontaneous generation of bibliographies based on ORE production schedules was revealed. It is recommended that:

(a) The Liaison Division, OCD, be instructed to ascertain the reaction to these bibliographies in the IAC agencies.

(b) Over-all dissemination be discontinued pending Liaison Division action, but that the Library retain a copy See Memo

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of each bibliography prepared for a requester so that it can have such document reproduced for subsequent requesters.

(c) Library limit preparation of bibliographies based on ORE and OSI production schedules to such bibliographies as ORE or OSI indicate should be prepared. See Memo

(7) Requests for service from sensitive operations of the Agency are presently directed to the Office of the Assistant Director for Collection and Dissemination. It is recommended that one or two individuals of the Information Section be designated as contact points for OPC, OSO, Advisory Council, and General Division of ORE. This will deflect such requests from the Office of the Assistant Director for Collection and Dissemination. (Executive Assistant Director for Collection and Dissemination concurs but states that the sensitive operations have indicated a reluctance to deal with anyone at a lower level.)

(8) Present space arrangement makes it difficult for the researcher to gain access to the information librarians. (Plans have been developed by the Branch Chief to relieve this situation as soon as more space is available.)

(9) This Section maintains a periodical accession file which duplicates the file maintained in the Catalog and Order Section. It is recommended that this file be eliminated.

b. Files Section - Both the intelligence materials and unclassified reference materials are filed and pulled by this Section.

(1) Adequate space is one of the primary problems of this Section. A special project now in progress whereby all duplicate copies of 1946, 1947, and 1948 information reports are being pulled and destroyed is a step in the right direction. As a result of this action, need for additional space for the stacks and files can be held to a minimum. However, immediate attention should be given to the space provided for sorting documents for files. More space is a "must".

(2) A serious filing backlog of loaned and circulated documents has developed. With full staff and Saturday work, it is anticipated that this backlog can be eliminated by 1 January 1950. To speed-up the filing activity and to reduce the backlog more speedily, it is recommended that a sorting procedure which will permit sorting specialization be installed. Implementation of the suggested procedure is contingent on the installation and arrangement of furniture and equipment designed to meet the needs of this particular activity. See Tab B for equipment plans. (Action is being taken within OCD to procure and install the needed equipment.) See Memo

(3) Counting each document being filed increased the filing operation by approximately 25 per cent. (This count was eliminated during the course of the survey.)

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(4) Difficulty is encountered in knowing how to file certain new categories of materials. It is recommended that each new type of material be referred to the Information Section for decision as to filing category and that the Bibliographic Branch render assistance when such is needed.

e. Circulation Section - Requests for the loan of documents held by CIA Library and by other reference libraries are serviced by this Section.

(1) A heavy workload and cumbersome procedures have caused some backlogging in this activity. However, installation of a new procedure developed jointly by OCD Operations Staff and the Library and which provides for specialization of work should greatly simplify this operation. It is recommended that the procedure be installed as soon as possible together with a few minor suggestions and additions made by the survey team. (Chief of Library concurs.)

(2) The present charge-out procedure is cumbersome. It is recommended that functional furniture and equipment be procured and installed and that a new continuous form be designed and used. (Chief of Library concurs.)

(3) Many of the new books charged out from this Section are forwarded to CIA offices on indefinite loan. These must be tied together for delivery. The use of a tying machine should be explored. (Library Chief will look into this.) Answer is No.

3. The Bibliographic Branch is responsible for initiating purchase action on reference materials, and for cataloging and/or classifying all new acquisitions of both intelligence and reference materials received in the Agency. In conjunction with this activity, this Branch has developed and is continuously improving a subject classification system. This system is the basic guide in the classification of both intelligence and reference materials, which must be identified for subsequent reference. A related activity also performed in this Branch is that of reading current newspapers and magazines to identify items of interest to CIA specialists and then clipping and transmitting these articles to the interested persons.

a. Catalog and Order Section - Requests for the purchase of books, periodicals and newspapers are received and screened in this Section. All purchased periodicals are distributed here and all other reference books are classified and cataloged for future reference.

(1) Approximately 1,200 books and periodicals are purchased each month. While this figure appears quite high, it has been substantially reduced by establishment of an inter-Office Committee which reviews requests for purchase and recommends action to be taken on requests. Also establishment of the clipping service has reduced the number of newspaper subscriptions in the Agency. It is recommended that full utilization be made of the established Committee and any other means available for reduction in the volume of Agency book purchases. (Chief of Library concurs.)

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(2) While a new procedure utilizing IBM machine facilities has been installed and has simplified the ordering procedure, the division of responsibility for purchase between this Section and the Procurement Section of Services Division causes the ordering activity to be costly to the Agency. Presently an average of $1.25 is expended by the Agency for just placing the order on each item purchased. It is recommended that this problem be resolved by an ad hoc working committee, whose membership and responsibilities are outlined in Tab C.

(3) The searching required before a book order can be placed is impeded by lack of reference catalogs, particularly on foreign books. It is recommended that arrangements be made through the Liaison Division for access of CIA order personnel to the State Department order reference materials. (Chief of Library concurs.)

(4) Purchasing procedures are slow and cumbersome. These problems and suggested improvements are being referred to the ad hoc working committee described in Tab C.

(5) Despite recent simplifications, the procedures for cataloging new reference acquisitions are time-consuming and expensive, e.g., one and one-half hours is the average processing time for one acquisition as compared to fifteen minutes for the accessioning of a newly-acquired intelligence document. The following simplifications are recommended:

(a) Rely on Order Unit search to determine if the Agency has previously cataloged the book.

(b) Type the multilith mat from the title page of the book, thus eliminating duplicate writing out of the same information in longhand. ?

(c) Reduce amount of searching and checking to verify bibliographic information now being done by the catalogers.

(d) Limit review of work performed to one review after completion of the total operation, except in the case of new employees. ?

(e) Continuously reorient the thinking of the librarians in the Section to break away from detailed particularization. (Chief of Library agrees to implement suggestions.) ?

(6) A considerable backlog of work has developed in this Section. A procedural change from the Library of Congress cataloging methods to the CIA classification system requires re-cataloging approximately 4,000 volumes maintained in the Library and many others held in other parts of the Agency. Moreover, arrangements have just been completed with OSO whereby the holdings of this Office will be sent to the Library for cataloging and, in some cases, retention. The present personnel are capable of handling a small amount of backlog each day.

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It is recommended that emphasis be given to the OSO backlog and that re-cataloging of Library holdings be undertaken only as requests for such books indicate sufficient activity to warrant the additional work. (Chief of Library concurs.)

(7) Utilization of the intellofax tape or the tab cards for mounting and photographing would eliminate retyping of entries for the weekly accessions list, which is distributed throughout the Agency. (Chief of Branch will compare reproduction costs to determine if retyping plus multilith reproduction is less economical than mounting, making a plate, and reproduction from the plate.)

(8) It is recommended that preprinted routing slips on gummed paper be prepared to facilitate and speed-up the distribution of periodicals. (Chief of Library will take action.)

(9) All closed requisition and purchase order files for periods prior to and including 1948 should be retired. (Chief of Library concurs.)

(10) The filing designation on catalog cards is retyped at the top of the card. It is suggested that the filing designation be underscored to eliminate this typing. (Tests will be conducted to determine if a saving of time will result.)

b. Analysis Section - All intelligence materials are classified and accessioned in this Section. This Section is also responsible for the development and maintenance of the Agency subject classification system.

(1) The basic processing procedures of this Section have been very well thought out and are functioning very smoothly. Assignment of special responsibilities to the different staff members has enhanced the procedure and done much to sustain morale. No further recommendations appear necessary.

(2) While commendable inroads have been made on the processing backlog facing this Section a year ago, the anticipated progress has not been achieved. An increase in the number of intelligence documents received by the Agency is partially responsible for this lag. Also, personnel of this Section were consistently used to handle the catalog and order workload, thus detracting from the manpower capacity of the Section. A considerable backlog which includes approximately ten thousand OSO reports remains to be processed. With full staff, it appears that only about two thousand backlog documents can be processed per month. This means that all backlog with exception of several thousand IAC reports on other than Russia and the satellite countries can be processed. It is recommended that first priority be given to this Section in any table of organization shifts which may result from decreased workload. Also, that high selectivity be exercised in determining backlog items to be processed, with ORE and OSI assistance being solicited when necessary. A critical screening of the uncataloged IAC information reports should greatly reduce this processing backlog. (Chief of Library concurs.)

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(3) The question of the desirability of continuing to code the [redacted]

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(4) The survey disclosed that the codes assigned to information reports by ORE [redacted] researchers and by OSI specialists generally did not conform with the codes supplied by the Library classifier. This observation raises the question of whether duplication of coding is desirable so that two objectives may be attained: first, a uniform classification approach, supplied by the Library classifier and secondly, specific identification to meet the researchers' needs, supplied by the production office specialist. The Management Staff reaffirms the recommendation made in its memorandum relating to abstracting and coding dated 14 October 1949.

(5) It was found that this Section is making a sincere effort to adjust the classification system to the needs of the Agency researchers within the framework of its long-term objective, a basic subject pattern for all intelligence agencies. Further probing is required by both the Management Staff and by the OCD Library to isolate and define those specific areas that the production office specialists find deficient.

(6) The classification book binder used by the classifier is cumbersome to use. It is recommended that the office equipment catalogs be searched to find a stand which will hold the book and facilitate turning pages to the proper section. (Chief of Branch will follow through.)

(7) To fill the gap caused by inability of the Industrial Register to provide product codes for its information, the Library classifiers have been coding products specified in the information reports. It is recommended that talks be held with Industrial Register to determine if the Library action can substitute for or supplement the Industrial Register data. (Talks have already been held so that Library action will compliment rather than duplicate Industrial Register activity.)

c. Publications Review Section - The newspaper and periodical clipping service is performed in this Section.

(1) The procedures employed and service rendered by this Section are unusually efficient. Steps taken by the Chief of this Section to learn and to reconcile the particular requirements of each part of the Agency for service are praiseworthy.

(2) The suggestion of the Section to reduce subscriptions to two copies each and to supply additional copies of clippings through use of the thermoprinter appears sound and should be tested as soon as thermoprinters are available.

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(3) It is recommended that service continue to be limited to current service on English-language newspapers and periodicals.

(4) Operations should be enhanced by adoption of the following minor work-saving suggestions:

(a) Have routing slips prepared by Reproduction Branch, Services Division, on 3x5 slips.

(b) Either have slips prepared on gummed back paper or procure an electric stapler for fastening clippings to the routing slips.

(c) Request Management Staff assistance on redesign of a workload statistics form.

Wait for Thursday

4. The activities of the Information Distribution Branch and the Archives Branch will be discussed in the same paragraph in view of the proposed reorganization outlined in Tab D.

a. Information Distribution - This activity is responsible for the receipt of all intelligence information materials and all other materials initially entering the Library. The control, distribution, and dispatch of all Library materials are handled within this activity. The survey disclosed that the batch system installed a year ago with Management Staff assistance is sound and being efficiently administered. The present table of organization is adequate for the current volume of materials being received. The procedures of the activity and the table of organization may require adjustment at such time as ORE Information Control operations relating to reading and distribution of intelligence information reports are merged into OCD operations. The present operation would be enhanced by the following minor changes:

(1) Attention and assistance be provided to keep immediately current on the files of control slips. This may require the assignment of another employee at least part-time to this task.

(2) The existing messenger vacancy be filled as soon as possible. When such vacancy is filled, consideration be given to delivering materials directly to OSI Branches, where possible. (Chief of Library concurs.)

b. Top Secret Control - This section receives, controls, distributes, and maintains archival files of all top secret documents. The approval of the new procedures to be used in this section as set forth in our memorandum of 26 September and concurred in by OCD precluded further survey action at this time. The proposed reorganization as presented by OCD and concurred in by the Management Staff requires the designation of a different Top Secret Control Officer. It is recommended that the Chief of this section be designated as Top Secret Control Officer and that Inspection and Security concurrence for this change be obtained. (Chief of Library concurs.)

c. Records Management - Survey action is based on and endorses the records management program as embodied in memorandum dated 11 September

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d. Administrative Records - Receipt and control of incoming and outgoing administrative correspondence and maintanance of files related to Agency policy and files of the Director, CIA, are accomplished in this activity. A backlog of approximately 125 file items had accrued, but additional assistance should eliminate the backlog within a week. The following suggestions should simplify this operation:

(1) Shorten the entries on the control slip (Form No. 35-1) for incoming mail through use of abbreviations and through underscoring on the correspondence the item to be shown as subject. Likewise on the control slips for the file materials, shorten entries by showing only "to", "from" and possibly "subject".

(2) Exercise judgment on the importance of the incoming correspondence to eliminate control slips for unimportant pieces of correspondence such as "thank-you" notes.

(3) Enter requests immediately upon receipt into a permanent record which can serve for all control and statistical purposes.

e. Supplemental Distribution - Reserve stocks of CIA-produced publications are maintained and supplemental service is provided by this activity. Also files awaiting transfer to National Archives or destruction are maintained and file service provided on them. This activity poses one of the most serious administrative problems of the Library:

(1) No complete inventory presently exists of all reserve stocks of CIA-produced intelligence materials and the JANIS intelligence materials for which CIA has assumed responsibility. These materials are scattered in three CIA locations while JANIS is being stored by some of the other IAC agencies.

(2) No provision has been made in space planning to store large reserve stocks of the JANIS and NIS in one permanent location. Some of this stock has been moved as many as three times as space allocations change. Such movement has proved costly to the Agency. It is recommended that Services be requested to provide storage space which will be adequate to house the CIA reserve stock of JANIS and to allow enough space for at least three years of future NIS production. (OCD has brought this matter to the attention of Services. Services has initiated action.)

(3) Until recently no procedural planning had been undertaken to prescribe methods for maintenance and servicing these stocks of intelligence materials. A new procedure which provides for maintenance of a small limited stock (retail) for quick service on small orders and for warehouse maintenance of the larger reserve stock (wholesale) for servicing large orders and for replenishing the retail stock has been developed. It is recommended that the new procedure be installed immediately. (OCD concurs and the new procedure and forms which facilitate the procedure will be used immediately, regardless of incomplete inventory information. As inventories are taken, the perpetual stock record cards will be amended.)

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(4) The present staffing of this activity is not sufficient for the inventory and organization of materials required for the future efficient operation of this activity. It is recommended that Services supply laborers on day-to-day detail and that an overtime task force be formed to proceed with the job. (OCD has requested laborers from Services. Services has detailed one laborer for a three-week period.)

(5) Within the course of the survey, each of the materials maintained by this activity were discussed and the following recommendations for the maintenance and disposition were developed and immediate implementation was planned after clearance from the Records Management Officer, Inspection and Security, National Intelligence Survey Division, ORE, or other interested parties as need dictates:

(a) Information reports - Retain three copies for three months and mat for a longer period pending transfer to National Archives. (This is in operation and appropriate concurrences have been obtained by the Chief of the Library.)

(b) ORE Intelligence, except basic - Reduce stock to a prescribed maximum. Destroy all returned copies unless particular study is flagged for short supply.

See Memo

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(c) [redacted] translations - Handle in same manner as (b) above.

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(d) [redacted] publications and [redacted] publications with exception of translations and information reports - Maintain no stock. Library retain record and loan copies. Library retire record copies directly to National Archives.

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(e) [redacted] Retain two supplemental distribution copies for three months; then destroy.

(f) Stock of War Department Basic Intelligence Directive - Dispose of stock on hand and eliminate further maintenance.

(g) CINCPAC and CINCPOA materials - Transfer to War Department for incorporation into War Department master file and eliminate further maintenance.

(h) Intelligence materials of CIA predecessor agencies - Check the Library to see if a record copy exists; then destroy all other copies and eliminate further maintenance.

(i) Services Division retired procurement orders - Check Fiscal to determine if record copy is there, then destroy and eliminate further maintenance.

(j) Personnel applicant files - Consolidate where possible. Ask Personnel to screen and reduce file each six months.

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(k) RD-CD files - Complete consolidation and retire to National Archives as reference to the files ceases.

(l) Contact Branch chrono files - Retire to National Archives.

(m) Basic Intelligence materials - See further discussion of these materials in succeeding paragraph (7).

(6) The following work simplification suggestions were developed and accepted during the course of the survey:

(a) Requests for supplemental distribution be channeled through either Library Reference Branch or Liaison Division, OCD, to screen need for supplemental distribution. ?

(b) Liaison Division, OCD, be requested to ask IAC to enforce decision that CIA-produced intelligence other than basic should be destroyed by the recipient agencies if need no longer exists for such publications. ?

(c) Reproduction Branch be asked to keep mats in sequence to eliminate need for sorting mats. ✓

(d) Changes in copies of NIS be made only at time of supplemental dissemination. ✓

(e) Maintenance of workload statistics be reduced to a monthly count of items distributed. ✓

(f) Logs of stock be discontinued and the stock control card be the only record maintained. ✓

(7) The most serious phase of this supplemental distribution activity is that of basic intelligence. The major problems together with a request for action by the Coordinating Staff are contained in a memorandum to the Coordinating Staff, attached as Tab E. ✓

5. During the course of this survey, problems relating to other phases of Agency operation were uncovered. Determination of these problems should facilitate better Library service.

a. ORE - Speed-up in the delivery of intelligence information documents can be achieved by transferring ORE allocation and distribution of documents to OCD. If this is done, OCD can deliver the documents directly to ORE Divisions. ✓

b. ORE-OSI - A duplicate typing can be eliminated if OSI and ORE will transmit the abstracts they prepare on multilith mats rather than transcript sheets. ? Wait for proof of economy in OSI.

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c. ORE - What use is made of the control card for each document which is sent to the [redacted] Desk? This isn't any. X

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d. ORE-OSI and other offices - Check recipients of newspaper clippings from the Publications Review Section, Library, as to the need of this Section to meet stringent time deadlines now in force.

e. ORE-OSI - Explore the feasibility of using the Library subject classification system by all segments of CIA when need to classify intelligence materials arises. ?

f. ORE-Budget - What is the ultimate disposition of books bought for the NIS projects in other agencies from funds advanced by CIA?

g. Budget - What happens to moneys obligated for State Department procurement of books, but not expended at the end of the fiscal year?

Not OCD problem

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h. [redacted] - What action does [redacted] take on book orders for foreign books when orders are routed through [redacted]

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i. OSO-OPC - Arrange for continuing liaison between the covert activities and the Agency Library to insure minimum duplication of work and minimum duplication in library holdings.

[redacted]

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Attachments: 5
Tabs A, B, C, D, E.

It is requested that your comments be added to this study and returned to the Management Officer by 30 November 1949 for transmittal to the Executive.

J. D. A.

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