OUTLINE FOR PRESENTATION ON RECORDS MANAGEMENT AT THE SUPPORT
SERVICES REVIEW --TRENDS AND HIGHLIGHTS

Wednesday, 19 October 1966 at 10;15

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Thank you, ☐ for your generous introduction.

Fifteen years ago this month, I began a good habit of coming to ☐   STAT

Since then it has been a most pleasnt experience to deal frequently with

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☐ the personnel ☐

The subject of our discussion - Records Management or Paperwork is

probably the worlds most unromantic topic. It has very little glamour and

practically no sophistication.

Occasionally we see a Comical cartoon depicting some office incident about the

Secretary losing an important paper, but usually records are so lacking in

appeal that they rarely provide a good story. Does anyone here have one I

can use?

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Well, ☐ you are going to hear the same one again. Here is one

"A dedicated CIA man died and having been a model career person he

went directly to heaven - no purgatory for this fellow. When he met St.

Peter he was told to go to the Logistics Supply Room to get his HARP --

his Halo - his Wings and his Royal Robes. The BSO was a very efficient man -

a Career Logistics type who had completed all of the required OTR programs

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and some special ones with ☐ There was no waiting in line at the

BSO -- correct sizes and colors were in stock and this CIA man was outfitted

promptly.

When he returned to St. Peter for his assignment he related how efficient

the BSO man was - he said,"Why I didn't fill out a requisition or sign a

receipt, - this is amazing. But tell me what was going on outside of your office?

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Today we are concerned about how fast we can get information. High

speed Computers are obsolete almost before they are completely installed -

printing presses grind out piles of paper faster and faster. These are days

Expensive

of glamour gadgets, ~~and~~ costly hardware, and piles of soft ware - paper.
    ^

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXpaperworkXX Top management in

Government and in Business is greatly concerned about the increasing cost

of creating and maintaining the tremendous volume of paper required in our

modern economy. Here, for instance is what J. Paul Getty, the Worlds richest

man said recently - "One of the really serious wrongs in American business

today is the penchant for wallowing in welters of paperwork. Some companies have

hundreds of people keeping records on each other and passing office memorandums

back and forth. There seems to be more memo writers, readers and filers than

productive workers. The cost of this over administration is staggering in

salaries paid to paper shufflers".

CHART- WHAT IS RECORDS MANAGEMENT

Basically, it is a management improvement technique. It is a specialized

tool of management concerned with paperwork practices and problems. It is not,

however concerned with the bits and pieces of paper as in filing or in destroying

records; instead we pay attention to the life cycle of records from Creation

to Cremation.

CREATION - Forms, Reports, Correspondence

USE - Equipment, Systems, Supplies, Vital Records

DISPOSITION - Inventories, Schedules, Archives and Records Center Operations.

C H A R T

Records Management, or paperwork, is recognized today as a professional

aspect of our society. This recognition is best illustrated by a recent event -

the awarding of Certificates of Honor on 28 September to 21 Federal Officials

for Outstanding performance in promoting effective Paperwork Management in

their Agencies. The real significance of these awards is that they were

given by the Administrative Management Society a professional society of

15,000 business managers throughout the U.S. and Canada. Industry, as you can see,

recognizes the importance of paperwork in every day business operations.

CHART - WHY SHOULD YOU BE INTERESTED IN RECORDS MANAGEMENT?

My primary objective is to prompt you to greater concern about the use

of records management techniques and to show you how their proper use can

make your every day job easier, more effective and more efficient.

✓ Records have received a lot of attention since 1949 when the Hoover

Commission first dealt with this subject and interest increased sub-

stantially after the Second Hoover Commission report in 1955 because for the

first time an independent body developed a course of action to help reduce

the Four Billion Dollar annual Cost of Federal Paperwork..

The Federal Government and Industry have taken positive action and

they have used records management techniques to save millions of dollars.

The Ford Motor Company, Union Carbide, IBM, Westinghouse and Lever Brothers

are among the large industrial concerns which have used the same records

management tools as the Federal Government.

Congress has expressed its concern about costly paperwork. Last year

Congressman Olsen of Montana attempted to eliminate some of the costly report-

ing placed on business by the Federal Government. He described these requirements

as a part of the "Federal Paperwork Jungle". Congressman Nix of Pennsylvania

submitted a report to the Speaker of October 6 - HR 2197 called "How to Cut

Paperwork".

As a taxpaper, I recommend it to you for serious reading - One shocking

highlight - todays Federal paperworks costs are 8 billion dollars.

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President Johnson has expressed his concern about paperwork on these

specific instances - -

First - December 1963 Cabinet Meeting - "Cut out excessive paperwork - it breeds

overstaffing".

Second - February 1965 - Moratorium on the Purchase of Filing Cabinets.

Third - April 1966 -"Every Government employee must think hard about cost

reduction".

Fourth - September 22, 1966 - Continuation of Moratorium and Government-

wide Clean-Up Campaign - (read pertinent parts of the President's Letter to All

Agency Heads).   *and keeping*

The Cost of creating records is high - $16726 every time a 4 drawer safe

is filled.
                         71
This means - $69 Million-664 thousand for the DDS Area; and another

Two Million to store them every year.

As a taxpayer you are spending $100 of your tax money every year for this

paperwork burden. Do you wish to continue doing this?

CHART — *Graph*

The volume of paper in DDS offices has been increasing as you can see

from this chart. In FY 1966, however, we did have a decrease of 6% but it is

still too high because we have 12.1 cu. ft. [   ]   STAT

[   ] compared to 5 cu. ft. (2½ file drawers) Governmentwide and 3 cu. ft.   STAT

for Industry.

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CHART - WHY DO WE NEED RECORDS MANAGEMENT?

First - To Save Manpower - An estimated [   ] employees are needed to file **STAT**

and keep ~~our~~ *Agency* paper. If we eliminate unneeded paper we can find what we want

in our files easier - quicker and with fewer people.

Second - To Save Space - At the rate of expansion in Rosslyn, Office

space at Headquarters is still at a premium. DDS Components now require **STAT**

[   ] sq. ft for office use and almost [   ] of this is for records. **STAT**

Third - To Control Growth - We create about 200 million pieces of paper

every year and we collect a lot too - 18 million pieces last year. This

means an increase at the rate of $7\frac{1}{2}$ file cabinets every hour of the work

day.

Fourth - To Protect Essential Records - Those we cannot afford to lose

by enemy action or from natural disaster - Pentagon Fire

Fifth - To Comply With the Law - Federal Records Act

Sixth - To Save Money - $16,726 is saved every time we avoid creating

one safe full of records- and we save $473 everytime we empty one safe of

records.

Seventh - To Improve Over-all efficiency

CHART - AUTHORITY - WHO IS RESPONSIBLE FOR RECORDS MANAGEMENT

The 81st Congress enacted PL 754, Federal Records Act

Administrator of GSA - Government-wide; National Archives; 16 Federal
                      Records Centers

Heads of Agencies - All departments and agencies - Opinion of our
                  G eneral Counsel

Our Authority - [   ] Director, Deputy Directors - CIA Records **STAT**
              Officer =Component Records Officers

CIA Records Officer - Guides, Standards - Now lets see how each
                records management element can help to improve
                office efficiency.

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CHART - FORMS MANAGEMENT -)is a continuous cost reduction program to provide

forms which are -

Easy to fill in - designed properly;

Right size to get typewriters and other office machines and which are

easy to process.

⊢ We are concerned about forms for two reasons - first, they create a lot

of paper; second, they help us solve procedural problems by working for us.

Last year 50 million pieces of paper were created from Agency official

forms - the printing bill for these was $285,866 - while this is a sub-

stantial amount of money it represents only the apparent costs - the real cost

of filling them out, filing them and reference operations amounted to almost

$6 million - this is determined by a testes formula used by government and

industry. Forms processing costs are 20 times the cost of printing them. The

real savings in forms management, therefore is in the operating procedures. Here

is a good illustration of how we let a form work for us. The Records Center

Service Request Form 490 must be filled out when an office needs information

on records they sent to the Center. By using a six part form the requester

prepares - Charge Card; Address Label; Courier Receipt; Routing Slip with

Document; Suspense for Requesting Office; Statistical Data. Forms Management

pays dividends - $759,000

CHART - REPORTS MANAGEMENT

The objectives are the same as Forms - better procedures and less paper.

Administrative reports last year created 12 million pieces of paper at

a cost of about $30 million. We have done very little in Reports Management -

primarily because of lack of professional personnel. We did one survey which

produced $25,000 in savings so we know this is a good potential money saver.

It is too easy to get reports today - Computers can grind out reports at the rate of 100 cubic feet a day compared to an inch a day by typewriter. This is an area of paperwork management that requires attention but operating offices will have to use Reports Management on a "Do It Yourself Basis". Some offices - Logistics, Commo, OTR have done a little. Recently OTR changed the routing of Reports of External Training and eliminated 3 pieces of paper for every one prepared. This seemingly minor procedural change actually eliminates the

filing and keeping of 22,000 pieces of paper a year, equivalnt to $1\frac{1}{2}$ safes and saves $25,089 annually. Here is something each one of you can do every day to test the value of the reports you receive. Ask yourself these questions-

Does this Report Really Help in the Management of my Office?

Can I act on the facts it contains or does it leave unanswered questions in my mind?

Is it presented in the clearest and best possible form?

Could I understand it easier if it were in graphs or in a verbal report?

Does it offer solutions or spell out problems?

CHART - CORRESPONDENCE MANAGEMENT - This is a most important phase of our everyday work. Communications. We make a good impression or an unfavorable one by what we say, how we say it, and when we say it. Good public relations and a favorable public image depend on the written word to a great extent.

President Johnson appointed Chairman Macy of the CSC to head up a Government wide program to improve the quality of Communications to the public. [   ] is Chairman of the CIA Committee. (Mr. Macy will speak on this topic at 28 October at 10:30 at the IRAC.)   STAT
today

Correspondence created 8 million pieces of paper in our agency last year at the cost of $12 million. Cables and dispatches add another 18 million pieces. Don't you think we need to do something to stem the paperwork tide caused by correspondence? Some progress has been made by using such shortcuts as Letterex to make the girls work easier in assembling and separating paper and carbons. Form Letters are being used to good advantage by Personnel, Security, Logistics. We can make greater use of form letters and they will help to reduce costs from $3 for an individually typed letter to about 30 cents.

We are getting excellent results from the Speed Letter - Logistics, Security, Contacts, Commo - FBIS - NPIC - (Describe - Tell How to Get Supplies) NPIC Division Chiefs Write It in Long Hand. Describe new procedure used by Office of Personnel to Request Work Orders.

CHART - VITAL RECORDS - What are they - Current, not inactive records - those we cannot afford to lose by enemy action or by natural disaster. The Vital Records Deposit Schedule is the key to our program. Here is a typical one - Describe.

We have an active program. It is tested periodically - our Repository is built to withstand normal bomb damage and it is equipped with the required detection devices. Our program is judged the best in the Federal Government.

CHART - FILING SYSTEMS

These concern the orderly arrangement of papers by uniform systems so they can be found by anyone in the office - not just the file clerk. Management is not interested in files as such but management is very much interested in information (cite General Counsel - SAVA)

Here are some Basic Filing Systems -

Subject - administrative - operational [   ] - Handbook   STAT

Numeric - Terminal Digit - large numerical files - file on last digit right to left; Contacts

Alphabetic - Soundex - personal name - Biographic

An appropriate filing system is the key to the success of any office operation. It is essential to the proper functioning of any ADP or Computer operation.

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CHART - FILING EQUIPMENT

The DDS investment in filing equipment is over one million one hundred
thousand dollars - this includes everything from the conventional file
cabinet to the most complex motorized unit for cards or correspondance.
Filing equipment costs continue to rise - from $238 for a 4-drawer safe in
1951 to $ 565. today.

To help reduce equipment costs we have - -

Standardized Cabinets and Safes - 6 instead of 17 in 1951 - result
lower cost -

Introduced Specialty Space Saving Equipment

Shelf Files - Save 40% Space - 65% Cost; saves time in filing and
finding by 25%.

89 Shelf File Installations in Agency have saved 5600 sq. ft. of
space and $ 275,694 .

Conserva File V - Show Chart

Full Space - Pictures - Results in NPIC

Moratorium Government-wide 3 million 600 thousand saved in purchases -

Our Results - 9,485 cu. ft. removed from offices; 232 pieces of equipment
released.

Use of Excess and Surplus

CHART - RECORDS DISPOSITION

This is probably the most productive area of records management in terms
of tangible results. On the other hand, it is the most difficult from a sub-
stantive viewpoint because we must decide what to keep and what to destroy -
and this is not always easy.

There are however these professional guides -

Legal - some records must be kept for specified periods; official personnel
records 85 years.

Historiaal - records of policy determination
Administrative
Rate of Reference - less than 1 reference per file drawer per month;
eliminate from office space.

The Records Control Schedule is the key to managing records disposition.

(Describe how it is used)

Graphs - This graph shows the history of Agency records accumulation; you will note that there was a normal increase from *1957* to *1960* and then a significant decrease from *1961* to *1963* . ~~The graph shows~~ a ~~similar situation in the~~ DDS.

We believe the incrase in records holdings are due to these factors -

Copying Machines - 39 million pieces of paper created from them in 1965; cost of the reproduction paper alone was $205,000. When you add the cost of time to file it, the time to read it and the cost of file equipment, this becomes an expensive luxury. Cite the Ford Motor Co. experience.

Computers - Conversion from manual to mechanical processes; development of parallel systems to determine feasibility (Retention of 12,000 cu. ft. in Records Center until a particular ~~project~~ project is determined to be succesful; See Cards ~~Memo~~regarding 230,000 SCIPS punched cards).and 1,042,000 open reference index).

✓ Less Professional Records Management Time

Results - The Agency has done remarkably well when we consider that there are no published standards for the disposal of intelligence records. We have removed the equivalent of 46,553 safes from office space by destruction or retirement.

We are particularly proud of our position on permanent records - in 1954 we kept 24% permanently - now we keep only 5.2%. Government-wide the percent today is 25 compared to 26.3 in 1954.

CHART - RECORDS CENTER

Omit You saw our Records Center [   ] **STAT**

[   ] We **STAT**

keep the Agency inactive and permanent records there. It is also our Vital

Records Repository,

This brochure entitled "The Agency Records Center" ~~will~~ *will* serve as a sub-

~~omit this sentence~~

stitute for a visit to the Center. The Center building cost [   ] its **STAT**

capacity is 103,380 cubic feet equivalent to 12,915 safes; it has the required ~~xexuxix~~

security and fire protection devices. Since the Center has been in operation it

has received 184,081 cu. ft. of records (equivalent to 23,010 file Cabinets)

but we have destroyed 93,757 cubic feet (equivalent to 11,719 file Cabinets)

If we did not have the Records Center it would have been necessary to spend

about five and a half million dollars for file equipment. The Records Center

has saved about 4 million 800 thousand dollars. Today, we have 90,324 cubic feet -

about 86% filled.

CHART

ARCHIVES AND RECORDS CENTER ACTIVITY - Future Use of GSA Facility at

[   ] **STAT**

Now lets take a minute to summarize -

First - Paperwork Is Expensive - $16,726 to create one safe full - $114

million for DDS paper.

Second - Paper Requires a lot of Space - 45000 sq. ft. for DDS area.

Third - Paperwork Requires a Lot of People - [   ] to file and keep Agency **STAT**
records.

Fourth - Paperwork Programs are Required by Law

Fifth - Good Paperwork Practices Pay Dividends - $15 Million.

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In conclusion I want to quote *one* of the worlds foremost management authorities-
Lyndal Urwick who said, "<u>Some</u> paperwork, <u>some</u> records are essential; <u>some</u>
men lie and <u>all</u> men <u>die</u> - the records becomes essential where these accidents
occur. Records are essential in all large organizations because men change
posts and forget - but the records are only memory aids. The big decisions
are made <u>not on paper</u> but by men meeting face to face who trust each other."

Remember - <u>people</u> and <u>paper</u> cannot occupy the <u>same</u> space. You
must decide which has precedence. May we help you make this decision?