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AGENCY RECORDS MANAGEMENT PROGRAM

JANUARY - DECEMBER 1959

PART I - Program Highlights

1. OBLIGATIONS FOR FILING CABINETS REACH ZERO

The year 1959 was a significant one in CIA for records management. For the first time in the Agency's history, a fiscal year ended during which not a single dollar was obligated for the purchase of filing cabinets. In contrast, obligations in 1954 and prior years were over $\frac{1}{2}$ million each year, and in 1955 through 1958 they were about \$200,000 yearly. The reduction of obligations to zero in FY 1959 is expected to be repeated during the current fiscal year.

These steady reductions in equipment costs resulted primarily from increased attention to three aspects of records management: (1) the retirement of inactive records to the Agency Records Center; (2) the prompt destruction of temporary records in offices; and (3) the close scrutiny of equipment use. Area Records Officers and the people they served played major roles in achieving these cost reductions. It is also significant that the volume of paperwork in the Agency increased during the same period these cost reductions occurred.

2. RECORDS MANAGEMENT RELIEVES SPACE PROBLEM

Records management again contributed to "holding the line" on requirements for additional headquarters office space. Over 27,000 square feet of floor space were made available for current and expanding operations by removing inactive records from offices and by using specialized space saving filing techniques. Again, Area Records Officers and other operating personnel deserve a major share of the credit for this achievement.

3. AGENCY FORMS INVENTORY HELD TO 2,000

An important function of records management is the removal of obsolete forms from the Agency's inventory. This activity is essential to offset the steadily increasing demand for forms, and the mounting costs to procure stock and handle them. In 1959, the purging activity hit a new high; 339 forms were eliminated for an eight year total of 1,421. Only by this dogged and continuing review has the Records Management Staff been able to hold the Agency's inventory to a low figure of around 2,000 forms.

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4. VITAL MATERIALS AND RECORDS CENTER OPERATIONS CONSOLIDATED

To capitalize on the excellent facilities of the Records Center and the number of people there that could perform both Records Center and VM operations, a decision was made to consolidate the two functions. Other advantages of the move are the elimination of one position and the release of supply storage space needed by the station.

5. RECORDS CENTER ACTIVITY INCREASES 66%

The Records Center received 17,029 cubic feet of records in 1959, 5,686 cubic feet, or 66%, more than in 1958. Coincidentally, there was an identical percentage of increase in the volume of reference and service activity at the Center. These increases were handled without additional personnel or overtime.

6. RECORDS MANAGEMENT TRAINING INCREASED

In the belief that records management is everybody's business, or stated another way, that components creating paperwork should share equally in managing it, the Records Management Staff stepped up its training program. Moreover, a steady decline in the number of people on the Records Management Staff from 26 in 1954 to 17 in 1959: (1) Calls for greater Program participation by Area Records Officers and other operating personnel, and (2) increases the demand for records managers who have the qualifications to direct attention to the full cycle of paperwork, from its creation to its final disposition.

7. RECORDS MANAGEMENT PROGRAM GETS TOP-LEVEL SUPPORT

Sparked by a DCI staff meeting presentation, given by the Chief, Management Staff, Mr. Dulles expressed full support to the Program and directed that immediate measures be taken to reduce records holdings. Directives from Deputy Directors and Operating Officials gave further impetus to increasing records disposition activity at headquarters.

8. AGENCY RECORDS MANAGEMENT INFLUENCES GOVERNMENT AND INDUSTRY

The influence of the Records Management Program and its participants was not confined entirely to CIA during 1959. In recognition of their professional standing, members of the Staff were called upon to direct or participate in programs of the National Archives and

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8. AGENCY RECORDS MANAGEMENT INFLUENCES GOVERNMENT AND INDUSTRY (Cont'd)

Records Service, the Inter-agency Records Administration Conference, and the American Management Association. In addition, through their relationships and exchanges of ideas with their counterparts in other agencies, Records Management Staff personnel regularly contributed to the general advancement of records management in Government.

PART II - Summary of Activities

1. Management of Record Making

During 1959, 1,352 forms analysis projects were conducted, involving 225 new, 298 revised, and 829 reprinted forms. Typical benefits from these and other forms analysis projects were:

- a. Eliminated clerical effort valued at \$4,000 in the preparation and handling of Personnel Record Questionnaires.
- b. Collaborated with the Supply Division on purging 79 non-standard forms from its operations.
- c. Eliminated 12 nonstandard safe check sheets and replaced them with the official Agency form.
- d. Simplified and reduced the size of the Request for Internal Training form. Color coding of sheets will clarify copy requirements and eliminate the yearly preparation of some 20,000 forms.
- e. Improved the Employee Suggestion form by providing for: (1) Window envelope transmittal, (2) speedier preparation of the form and completion of the acknowledgement section by the suggester, and (3) dissemination of information on the Suggestion Awards Program.
- f. Redesigned the Travel Order form and developed a companion worksheet. The worksheet serves as a rough draft and check list, thus speeding Travel Order processing. Seventeen non-standard work sheets were eliminated by the standard form. Also, the number of copies in the Travel Order set was reduced from 12 to 9.

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1. Management of Record Making (Cont'd)

g. Further advanced the improvement and standardization of information reports by revising the Agency "hot" information report format. This format was the last one not complying with the common format. Other actions in this significant field included:

- (1) Adoption of the common format by Army, which undoubtedly will induce other members of the community to adopt the format.
- (2) Improvements in the quality of report masters, and in their care and handling, which substantially lowered the retyping incidence.
- (3) Reduction in shipping costs.
- (4) Speedier reproduction of reports.

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h. Further improved the general management of forms. A survey of 334 overseas forms resulted in discontinuing 18, removing 13 from the overseas category, and revising 45 more. The [redacted] was activated as the forms supply point for all NE stations. This is the third supply point of this kind. Indices of overseas forms were published quarterly. Steps were taken to increase the accuracy and timeliness of the Agency forms catalog.

In 1959, Reports Management and Correspondence Management were continued as integral elements of the Records Management Program, but on a limited basis because of emphasis on other Program activities. Instruction in reports and correspondence management was given to on-the-job trainees. In addition, these Program elements were given further coverage through evaluation of employee suggestions, promotion of labor saving typists supplies, and completion of a Staff member's assignment with the U. S. Government Correspondence Manual Committee.

2. Management of Record Keeping

Close attention to the use of both standard and specialized filing equipment again paid dividends in 1959. Actions such as the following prevented purchases of an estimated \$62,755 worth of additional equipment:

- a. Replaced seven card-safes with seven card-cabinets in a secured area.

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2. Management of Record Keeping (cont'd)

- b. Arranged for the return of Herring-Hall-Marvin safes to stock in exchange for Remington Rand safes, thus preventing the purchase of 100 Herring-Hall-Marvin safes for use overseas.
- c. Recommended the purchase of an open tray card file costing only \$134 in lieu of mechanized equipment costing from \$875 to \$1,150.
- d. Recommended cancellation of a requisition for \$7,000 worth of mechanized filing equipment considered nonessential.
- e. Constructed a filing station from stock items thus preventing the purchase of \$2,000 worth of card filing equipment.
- f. Examined a sampling of about 3,000 safe check sheets and identified 20 pieces of unused or seldom used filing equipment. The return to stock of this equipment and the cancellation of a requisition for two safes avoided equipment purchases totaling \$9,380.

Ten additional shelf file installations were completed. There are now 22 installations, 20 in Headquarters and two in the [redacted] field. Eight other installations are under consideration, four of which are in field stations. Benefits from the ten installations completed in 1959 were:

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Total capacity before filing (linear feet of records)	1,670
Total capacity after shelf filing (linear feet of records)	2,496
Percentage of increase in filing capacity	49%
Total Sq. Ft. of floor space originally required	738
Total Sq. Ft. of floor space now required for shelf filing	302
Percentage of decrease in floor space required	59%
Value of filing cabinets replaced by shelf filing equipment and returned to stock	\$39,861
Cost of shelf filing equipment	9,346

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2. Management of Record Keeping (cont'd)

Progress continued toward converting administrative files to the Agency standard subject-numeric system. Two approaches were taken in 1959: (1) Actual conduct of conversions by Records Management Staff personnel, and (2) workshop training of files personnel. Eight systems were installed through the first method, for a total of 200 installations in headquarters, out of a potential of 359. The second approach, a collaborative effort with the Office of Training, should result in a considerable number of additional installations. Three workshops were conducted, attended by 126 people from 31 offices. An unclassified version of the Agency handbook on subject-numeric filing was also published for use of workshop trainees and overseas personnel.

Other improvements in record keeping were:

- a. Converted logging systems in two offices from book methods to 3" x 5" mail control forms. In addition, a revision of Form 240, Courier Receipt and Log Record, increased its use as a logging, transmitting, and receipting form.
- b. Installed case file systems in three Management Staff O & M offices.
- c. Revised the filing system of an office in SR/DDP, thus providing additional working and filing space and releasing two card safes for return to stock.

3. Management of Records Disposition

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Emphasis on improving existing Records Control Schedules continued in 1959. Schedules for five offices were audited and revised by the Records Management Staff. Four other schedules, audited or developed by operating components, were reviewed by the Staff. In addition, the Staff surveyed records under jurisdiction of DD/P and developed four schedules. The three most significant of these schedules covered records of CS Support Staffs, the 5,000 cubic feet of predecessor agency records held in DD/P archives, and records of the [REDACTED].

The application of Records Control Schedules by Operating Offices accomplished the transfer of 17,029 cubic feet of records from headquarters office space to the Records Center. This was a record volume, surpassing by 5,686 cubic feet, or 66%, the amount transferred in 1958. This 17,029 cubic feet of records, if retained in headquarters, would have called for the procurement of more than 2,100 pieces of filing equipment costing over \$553,000, and would have required around 17,000 square feet of floor space. Operating Offices also reported the destruction of 10,252 cubic feet of records in office areas, for an additional on-the-spot avoidance of cabinet purchases and files expansion.

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4. Records Center Operations

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The 17,029 cubic feet of records transferred to the Center brought to [REDACTED] the total received since the beginning of operations in 1951. The removal of this volume from headquarters offices has avoided the purchase of an estimated \$2 3/4 million worth of filing cabinets. This estimate is substantiated by the cost reduction figures cited under "Program Highlights" on page one of this report.

Records Center holdings at the end of 1959 totalled 53,205 cubic feet, for a net increase of 12,103 cubic feet over the volume on hand at the beginning of the year. The net gain of 12,103 cubic feet rather than 17,029 cubic feet (1959 receipts) resulted from applying Records Control schedules to the destruction of 4,926 cubic feet of records at the Center. In thousands of cubic feet, the ratio of receipts to destructions for the past four years has been 11.7 to 4, 10.6 to 4.6, 11.3 to 7.6, and 17.0 to 4.9.

During 1959, 132,459 items were furnished requesters from Center holdings. This reference workload was an increase of 66% over that of 1958, and coincidentally paralleled the percentage of increase in the volume of records received at the Center.

To cope with this increased workload, and to generally increase operating efficiency at the Center, steps were taken to: (1) Streamline accountability for TS documents, (2) simplify the processing and handling of Scientific Intelligence and AEC material, (3) provide service on DD/P records which formerly were available only to DD/P personnel, (4) speed up the burning of disposable records, and (5) reduce priority reference requests to an essential minimum.

5. Vital Materials Program

Further progress was made toward improving the VM Program and streamlining operations at the VM Repository. Typical improvements included:

- a. The revision of VM Deposit Schedules for three offices.
- b. Recommendations to the Chairman, DD/I Vital Materials Committee, for improving the DD/I Intelligence Collection.
- c. Correction of a deficiency in depositing vital materials with special and Restricted Data classifications. 25X1A6a
- d. Transfer of the VM Program from [REDACTED] to the Management Staff, and consolidation of VM operations with those of the Records Center, thereby eliminating one position.

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6. Records Management Overseas

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A [REDACTED] TDY assignment by a Records Management Staff analyst furthered the overseas records management program. The major accomplishments from this assignment were:

- a. Acquired invaluable microfilming experience and solved several problems on developing microfilm.
- b. Developed a Station Records Control Schedule which: (1) Established precedents for future scheduling of overseas records, (2) revealed that only one-tenth of one percent of the Station records deserved permanent retention, (3) disclosed that about 90% of the Station records were duplicated at Headquarters, and (4) pointed up conflicts between records management objectives and current field regulations.
- c. Destroyed ten cubic feet of records and determined that another 26 cubic feet could be destroyed upon approval of the Records Control Schedule by Headquarters.
- d. Recommended a redistribution of clerical and secretarial help to improve work flow and equalize work loads.
- e. Proposed that a field position be established for a NE Area Records Officer.

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7. Program Promotion and Staff Development

In 1959 considerable emphasis was placed on increasing the effectiveness of Area Records Officers. Three Records Officer meetings were held, including a two day conference at [REDACTED]. In addition, eight Records Officers received a total of 2,200 hours of orientation and on-the-job training, and eight attended the two week American University Records Management Institute.

Within the Records Management Staff, attention was directed toward increasing the generalist qualifications of analysts. Thirteen Records Center people were given a one day orientation on current records management activities. Two members of the Records Management Staff attended the Records Management Institute and one completed the four week American University Archives Administration Institute. Also, Records Management Staff personnel regularly attended various conferences and seminars sponsored by local professional societies and institutions of higher learning.

In 1959, as in past years, the Records Management Program was publicized and promoted regularly through Support Bulletin articles, the Support Services exhibit, presentation [REDACTED] f, and frequent contacts with key operators [REDACTED].

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Chief, Records Management Staff