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OP-8242

31 October 1973

MEMORANDUM FOR: [REDACTED] Chief, Services and Registration Staff, Office of Training 25X1A

THROUGH : Chief, Document Services Group
 Chief, Central Libraries Division
 CIA Librarian

SUBJECT : Survey of Libraries in the Office of Training

1. This report presents the results of a survey conducted in response to your request for CIA Library assistance in identifying ways and means of improving the operations of OTR libraries.

2. Following a series of preliminary visits to these libraries by the CIA Librarian, I was designated to conduct the survey on a full-time basis during the period 19 September - 2 October. During this time I was able to examine and gather data on the various library collections and related activities in the Chamber of Commerce Building and at the [REDACTED] (A tabulation of data regarding each of the collections is enclosed as Attachment #1.) I had discussions with library staff members, with instructors and other personnel in the components which the libraries serve, and with members of the OTR Library Committee which was formed during the survey.

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3. The following are my recommendations regarding improvement of operations and my comments on the need for implementing the recommendations.

a. RECOMMENDATIONS:

1) That an OTR "chief librarian" position be established to provide overall supervision and coordination of the operations of the Main OTR Library, the Language Institute Library, and the [REDACTED] Library; that this position be established at the GS-11/12 level.

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Working Paper.
 May be destroyed
 after Dec 1975.

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2) That the following priority objectives be accomplished by the proposed "chief librarian".

a) The preparation of a written policy statement which outlines the nature and purpose of each OTR library collection and establishes firm guidelines for the future selection of books and other materials for these collections.

b) The establishment of procedures for maintaining a centralized record control for all books acquired by OTR for use in each library as well as in non-library areas.

c) The development of thorough and uniform statistical reporting procedures for each library as a basis for further evaluations of their effectiveness.

3) That the three classified library collections in the COC Building (i.e., the Finished Intelligence Collection and the Foreign Affairs Branch Communism File, both in the Intelligence Institute, and the Operations Collection in the Functional Training Division) be brought together in one secure area and administered as a unit of the Main OTR Library; that maintenance and servicing of these collections be assigned to a GS-7/8 position.

4) That the holdings of the Language Institute Library remain separated from those of the Main OTR Library and that both facilities remain in their present locations.

5) That the proposed "chief librarian" work closely with the OTR Library Committee on a continuing basis and consult as necessary with designated CIA Library personnel to assure that all OTR Library procedures and services provide maximum response to OTR's needs.

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b. COMMENTS:

1) Designation of a "chief librarian".

There is a pressing need for coordination of the various and separated library activities in OTR and for professional library expertise in the overall supervision of these activities. The present autonomous operation of each library has provided little incentive for attempts at uniformity. Problems common to all have been resolved in different ways or not at all. Communications and cooperation between the libraries is often strained or completely lacking. Professionalism in processing procedures and service concepts is lacking in varying degrees in all the libraries.

Improvements in these matters can be brought about only if responsibility for them rests in one position and only if the person in that position is professionally qualified. The degree of improvement desired by OTR will in large measure determine the degree of professionalism required and the grade level of the position. It should not be less than GS-11 and, in my opinion, would offer OTR optimum effectiveness only if established at the GS-12 level.

2) Priority objectives for the "chief librarian".

Among the areas of needed improvements in OTR Library operations, the following three are in need of priority attention on the part of the proposed "chief librarian".

- a) Selection Policy. The acquisition of materials, particularly books, for the OTR libraries is much in need of a firm policy statement which will reflect the purpose for which each of the collections is maintained. Only in this way can the most suitable materials be acquired and non-suitable material be rejected. The drafting of a selection policy should involve the participation of all OTR components and will provide each an opportunity to review and define its interests and needs in this respect.

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Considerable thought and discussion will be needed to draft this document. Some questions to be considered regarding all book collections will be: What specific types of books should be available here for circulation? When should we rely instead on inter-library loans? How extensive a reference collection is needed? How much duplication of titles in several different collections is justified? Requirements for special materials such as textbooks and college catalogs should also be spelled out in the selection policy statement. The Selection Policy of the CIA Library (Attachment #2) is enclosed as an example.

b) Acquisitions control. Approximately 30% of the publications (excluding duplicate copies) which are purchased by OTR do not go into cataloged collections and are not centrally controlled after receipt. A large portion of these are textbooks and a file on these is maintained in the Language Institute Library but only by the name of the instructor who ordered them; the books are not cataloged and no file by author or title is maintained. Among other destinations of such uncontrolled books are the Senior Seminar collection and the desks of individual course instructors. The location of all publications which are purchased through OTR library channels should be controlled either through cataloging or through an author/title card file. Only in this way can unnecessary effort or expense be avoided when someone wishes to obtain a book which is already available in OTR but for which there is no library record to show where it is. (Duplicate copies of text books and other publications given to students would be excluded from the general control policy.)

c) Statistical Record-keeping. Many of the facts needed for evaluating the processing workloads and service requirements of various library activities during this survey were not available because no statistics had been maintained. The most complete figures available were those of the Language Institute Library. The Main OTR Library had a limited

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amount of statistical information regarding materials received and loaned but little else that was useful. There is a need for thorough and uniform record-keeping procedures not only for the clerical operations in all libraries but also for professional activities where they exist. Such data will be required for balancing workloads, re-evaluating personnel assignments and grade levels, and as a general reflection of each library's effectiveness. In some instances (such as the contention of the Language School Library staff that the workload is too heavy) the clerical processing statistics will have to be supplemented with time-and-motion studies of the performance of routine tasks to determine realistic staffing requirements.

3) Merger of Classified Collections

The "OPS Library" of the Operations Training Reference Center is the most professionally maintained of the three classified library collections in OTR. Each item is indexed in considerable depth according to an indexing system devised in OTR. Although the material has had a unique importance in the Agency the volume is expected to decline steadily. The present custodian has devoted virtually full time to processing new material and servicing requests but the demands of this job (input and service time as well as level of skill) will diminish. The Finished Intelligence Collection and the Foreign Affairs Branch Communism File in the Intelligence Institute require less than two hours of daily maintenance time. Bringing the three collections into one secure area would permit maintenance by a single individual. Placing the responsibility administratively under the Main OTR Library would also permit closer coordination of the use of both classified and unclassified sources in the servicing of requests.

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- 4) Retention of the Main OTR Library and the Language Institute Library in their present separate locations.

This recommendation has been included because of OTR's ongoing considerations regarding the physical merging of these two libraries. The main question here seems to be whether or not a merger would result in sufficient savings in space and/or personnel to make it practicable. I believe the answer in both respects is negative.

- a) Savings in space. The shelving and other equipment necessary to house the collections of each of the libraries would require virtually the same total amount of floor space as is presently being used regardless of where located. To move the holdings of either library to the present facilities of the other would encroach so severely on the reading and lounge area of the other as to render it inadequate.

Constructing a new facility large enough to accommodate the holdings of both, as well as an adequate reading and lounge area, does not seem practical in view of the inconvenience which would result for library users. The convenience factor is particularly significant in terms of the Language Institute Library's location on the 2nd floor in close proximity to the language classrooms and to the laboratory where its heavily used tapes must be taken for listening. If a facility large enough for the collections of both libraries were to be made available on the 2nd floor, inconvenience to users from the upper floors would call for the retention of at least a student reading and lounge area in or near the present 9th floor location of the Main OTR Library. The space savings in such an arrangement appear to be insufficient to justify the inconveniences.

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b) Savings in personnel. A merger of the two libraries would not permit a reduction of the need for two clerical positions in the Language Institute Library. The persons in these positions are operating at full capacity. In the Main OTR Library the duties of the two positions have yet to be fully defined. Under the direction of the proposed "chief librarian" the duties of the clerical position will probably be increased in order that the professional position can carry more professional responsibilities than it appears to carry at present. This position is ideally suited to provide the type of reference service, bibliographic assistance, and other professional library support which instructors and other OTR personnel require in carrying out essentially scholarly functions. (The librarian in this position should be qualified to assume the type of responsibilities which are on the GS-9/11 level in the CIA Library).

5) Relationships between the "chief librarian", the OTR Library Committee, and the CIA Library.

It will be essential that the "chief librarian" maintain a close association with the OTR Library Committee as a group and with individual members as necessary. The library-related needs of the OTR components represented on the Committee should be surfaced and discussed not only at regular intervals but whenever the needs arise. Problems regarding technical library procedures, services, or policies should involve consultation with appropriate CIA Library personnel whenever assistance from this library would be helpful.

4. My comments in this report are somewhat abbreviated. I will be available for elaboration or clarification of the contents whenever you and/or members of the OTR Library Committee wish to discuss them further.


Information Services Section
CIA Library

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Enclosures: as stated

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LIBRARY COLLECTIONS IN THE OFFICE OF TRAINING

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	OPERATIONS LIBRARY	SENIOR SEMINAR LIBRARY	FININTEL LIBRARY	OTR LIBRARY
<u>Type of Materials</u>	Classified reports & studies	Books	Finished intelligence reports & studies	Books, Periodicals, college cats., etc.
<u>Size of files</u>	350 li.ft. of vault shelving	375 titles on low book shelves	280 li.ft. of vault shelving	2000-titles (3000-volumes); 100 periodical titles
<u>Location & Custodian</u>	[REDACTED]			
		1001 CofC	926 CofC	
<u>Availability</u>	"in-house" & need to know basis	OTR student & instructor use; will loan if course NIS.	Student & instructor use	Agency-wide if not in use by OTR.
<u>Growth</u>	Minimal - 10 new docs. monthly	10-15 new books added annually	Yearly purging- only latest yr. kept.	20-30 new titles added monthly. cont. weeding
<u>Service time</u>	1 full time	nil	1-2 hrs. daily	2 full time
<u>Currency</u>	1950-to date (recently purged)	Current info. recent book titles	Current yr. only	Current & retrospect. to meet OTR needs. Limited REF material
<u>Controls</u>	2-drawer index file by subject, control #, title. New documents indexed fully.	none	Filed by title, No log-in.	Catalog of holdings Serials list & log-in

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LIBRARY COLLECTIONS IN THE OFFICE OF TRAINING

	OPERATIONS LIBRARY	SENIOR SEMINAR LIBRARY	FININTEL LIBRARY	OTR LIBRARY
<u>Request traffic</u>	85 req. rec'd in 9 mos. of '73.	"Honor" system used in loaning materials. Low usage.	IWA & IPC students use. Also some instructor use.	Approx. 150 loans monthly (15% college cats.)
<u>Scope & interests</u>	Intelligence tradecraft & related mat.	Politics, economy, current affairs, mgt. & admin., intel- ligence.	FinIntel from the entire Intell. com- munity	Topics of interest to OTR staff & students. Selection geared to instructors.

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LIBRARY COLLECTIONS IN THE OFFICE OF TRAINING

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LANGUAGE SCHOOL
LIBRARY

COMMUNISM FILE
(FA BRANCH)



Type of materials

Books, periodicals, language texts, tapes, cassettes.

Classified - info rept. (some finintel.)

Books, periodicals, language tapes, classified & unclass. reports.

Size of files

Over 3000 books in process of cataloging. --'000s of cassettes, tapes, some textbooks.

120 li.ft. of vault shelving

4600 books (1973 count) 49 periodical titles. 14 newspapers 10'x10' vault space for classified collection.

25X1A Location & Custodian



Availability

Agency-wide to all

"in-house"

"in-house" but will loan to other agency libraries.

Growth

150 cataloged books monthly.

Static, 20-30 docs. selected for file monthly. Continuous purging.

Steady 10-15 new titles monthly. Continuous weeding of collection.

Service Time

2 full time

4-5 hrs. per mo.

1½ full time

Currency

Current & retrospective to meet LS needs.

Regular purging to reflect current situations.

Current & 25X1A retrospective to meet training needs.

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LIBRARY COLLECTIONS IN THE OFFICE OF TRAINING

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LANGUAGE SCHOOL
LIBRARY

COMMUNISM FILE
(FA BRANCH)



Controls

Book catalog, tape catalog, textbook locator, log-in file- well- organized.

No log of docs. -- Filed by geographic area in folders.

Book catalog, "Memory bank," periodical logs, language lab cassettes index.

Request traffic

Average-250 Books charged and 800 cassettes loaned monthly.

Used mainly by instructors in preparation of tutorials. Some student use.

Approx. 100 loans monthly 16-18 docs. daily are used by students when classes are in session.

Scope & interest

Linguists, foreign languages, area studies; selection is geared to student & instructor needs.

Selection made by instructors based on subject of Communism-any aspect --raw IRs.

Student & instructor needs. Some recreational reading. Has own language lab. Similar to OTR/LY needs.

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January 1973

Selection Policy of the CIA LibraryI. Introduction

The selection policy of the CIA Library is patterned as closely as possible upon the responsibilities of the CIA itself. The Library attempts to emphasize in its collections the same subjects and areas which are the major research and operational objectives of the Agency. (Selection criteria reflect the U.S. Intelligence Objectives and Priorities [Fiscal Years 1973-1977] set forth in Director of Central Intelligence Directive No. 1/2, 21 January 1972. Primary emphasis in this directive is on the USSR and Communist China. The current CRS/ISG Selection Manual lays emphasis on North Vietnam, North Korea, and Cuba as well. Other areas receive less attention; the underdeveloped countries of the Free World receive secondary attention, along with the Communist countries of Eastern Europe. Interest in Japan and in Western European countries is increasing, particularly with regard to their economies. Arab-Israeli tensions dictate that continuing attention be given the Middle East.) Selection policy is never rigid; it is often altered to adapt to changes in Agency interests.

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Since the storage space of the Library is purposely limited, only the most potentially useful publications can be chosen. Generally the Library selects publications which will have several users. Procurement of a book which interests only one Agency component is the responsibility of that component.

II. Selection Sources

Sources used by the CIA Library selection officers include:

- A. Library and trade publications, publishers' catalogs and advertisements, and standard domestic and foreign bibliographies.
- B. Customers' use patterns as reflected in circulation records.
- C. Requests for books and materials not in the CIA Library.
- D. Suggestions from interested and qualified persons in all Agency components, including reference librarians.
- E. Books and other publications received through the overseas procurement program. Publication
(These are items purchased overseas by/Procurement Officers acting on periodically updated requirements covering the needs of several government entities.)
- F. Publications from other government agencies, foreign governments and groups, research organizations, and universities.

III. Reference Collection

The following categories of publications are included in the Reference Collection:

- A. Directories - The most recent editions of domestic and foreign directories of the following types:
1. Biographical directories
 2. Membership directories - government, international organizations, professions, societies, institutions, etc.
 3. Diplomatic and consular lists
 4. Atlases and gazeteers
 5. Telephone directories - major foreign cities of the world plus minor cities and towns of the USSR and Communist China, major US cities, and major US Government agencies
 6. Telex directories - worldwide
 7. Trade and industrial directories - both general and specific where subject is of major importance
 8. Directories of ships, aircraft, weapons

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- B. Bibliographies, indexes, accession lists - both general and special bibliographies, indexing and abstracting services, accession lists, list of dissertations, etc., on subjects of prime interest to the Agency
- C. Encyclopedias, dictionaries, glossaries - basic national and international encyclopedias. Special subject encyclopedias are purchased where there is strong interest in the subject covered. Stress is placed on bilingual dictionaries from the foreign language to English, both general and subject. There are also some monolingual and polyglot dictionaries.
- D. Statistical compilations - principally national and international in scope, usually annual. Compilations are collected on political subdivisions of critical areas only.
- E. Yearbooks and annual reports - selected public and private organizations
- F. Collections of international treaties and agreements

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- G. National constitutions
 - H. National criminal and selected civil codes
 - I. Speeches by heads of state and key officials
 - J. Cataloged periodicals - periodicals subscribed to primarily because of their reference value
 - K. Listings of conferences and meetings
 - L. Vertical file - areas and subjects
- IV. Circulating Collection

Time has influenced the type and quantity of publications necessary in the collection dealing with critical area number one, the USSR. Under the selection policy in effect in 1957, emphasis was placed on all publications relating to the USSR. Publications in English, and to a lesser degree in Russian, were purchased for the Library in the following fields:

technical books, collections of scientific papers by academicians, books on industrial management, agronomy, communications, meteorology, mining, regional travel,

Russian history, geography, the automotive and tractor industry, locomotives, the construction industry, weapons, civil defense, nuclear energy, laws and guide books.

Obviously in a 14-year period many long-range, nonrecurring studies on the USSR have been acquired. This means that although the USSR is still the prime target area, the Library does not have to acquire every new publication on the Soviet Union in the main interest fields.

This level has not yet been reached on materials on and from Communist China. The past policy on acquisition of materials on the USSR now applies to Communist China. Unfortunately, there is less material from which to choose. The current emphasis is on Communist Chinese economics (especially relating to agriculture, industry, commerce, and finance) and on political affairs and theory. Close attention is given to science and technology, geography, social and cultural conditions, and military affairs. What is true of Communist China is also true of North Vietnam, North Korea, Cuba, and the Middle East. Because South Vietnam, South Korea, Laos, Cambodia and Thailand are on the

perimeter of China, North Vietnam, and North Korea and are vitally affected, they may be associated with the five key areas.

Books on other areas are purchased with the goal of having current background publications with broad coverage of politics, history, geography and economics. Countries which are targets of the major powers and unstable areas - the underdeveloped world - are emphasized. Communist countries of Eastern Europe have been relegated to a less important position than was true a decade ago. No country or area is completely neglected. Countries of low priority at present may be of higher priority in the future. The Arctic may be a case in point.

OER has world-wide responsibility for economic intelligence. Consequently, statistics and analyses relating to economic conditions, commerce and trade, budgeting and finance, labor, national product, and capital investment are selected. Such books are a major selection item for the USSR, Communist China, North Vietnam, North Korea, and Cuba; the Communist countries of Eastern Europe, and the Free World, including the underdeveloped countries. OER is

continuing to emphasize the USSR and Communist China but is also increasingly responsible for the general field of the U.S. competitive economic position vis a vis Western Europe and Japan. Hence, statistics and studies on the economic strengths and weaknesses of these countries and the U.S. are sought and purchased on a par with books on the economies of the USSR and China.

Many works on U.S. domestic politics and sociological problems are important and popular, but the Library usually does not select these for its collection unless special requirements are levied for them. At present, special requirements are being levied worldwide for books and other publications on the narcotics problems, and to a lesser degree on student unrest, and the collection of intelligence on subversive forces. This would include "order of battle" intelligence on subversive elements (organizations, strengths, training, doctrine, etc.) plus higher level strategic intelligence on intentions and capabilities.

Special emphasis is placed on the science and technology of foreign areas. Studies on atomic energy, aeronautical and nuclear engineering, atomic-biological-chemical warfare, weapons development, rocket/missile/space research, cybernetics, and advanced weapons systems development are stressed. Such selection reflects the Priority National Intelligence Objectives - the focusing of attention on military and nuclear capabilities and on research and development which

might lead to improved offense and defense systems. Work on foreign armies, navies, air forces, defense agencies, etc., are also secured.

Expository works on science and technology which are not area-related are collected by the Library. However, the Library does not attempt to collect extensively in each specialized branch of science and technology. The chief aim of S&T support is to provide a reference collection of basic material covering all major fields. Less attention is given to the support of smaller components and groups with highly specialized interests that would be more properly served by the selection and use of materials in individual offices.

In the field of political theory, books on Communism and Marxism remain dominant. Publications of international and regional organizations are of increasing importance and a vital addition to the collection.

Another obvious selection topic is foreign policy -- of all countries, including the U.S. Studies which deal with potential leadership are scarce and are high on our priority lists.

Studies on labor organizations and labor leaders, opinions of diplomats, and works reflecting changes in

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the hierarchy of government and party officials or in government structure are also procured whenever possible.

Materials on social and cultural conditions, demography and geography also are added, but publications on art, literature, music, religion, and philosophy are not generally purchased.

Ecological problems of the world are not, in general, matters of Agency concern. Specific problems might be if there is a direct relationship to present Agency mission such as the economic effects of the Aswan Dam or the rise in Japan's industrial costs if full scale pollution elimination is attempted in Tokyo.

Fiction is a very minor category. Selection is limited to occasional novels of intelligence significance or espionage genre. An example of a recent acquisition is Solzhenitsyn's August 1914 (to date available only in Russian; the English edition will be acquired when available).

Statistical surveys of the book circulation of the Library indicate that foreign language materials are not borrowed heavily by library users. This is particularly true of Eastern European languages. There are still Russian, Chinese, French, Spanish, and German books added, but not many publications in other languages. Most foreign language publications selected are of a reference nature.

Periodicals selected for more general use rather than for reference use are chosen for their value and content in the same way that books are selected for the collection. The retention period is determined by the lasting value of the publication and the need for early volumes in the library.

Individual biographies are limited to world figures, national leaders or potential leaders, former communists and defectors, and persons of interest to intelligence. HIC includes material in its collection on the last two categories.

V. Historical Intelligence Collection (HIC)

The Historical Intelligence Collection is not a part of, but is closely associated with, the Library. It is operated under the direction of its own Curator and has a special charter. The holdings of HIC include books, both fact and fiction, pamphlets, magazine articles, newspaper clippings, and some classified material on all aspects of intelligence tradecraft from all countries and in all languages. It includes any book on the Agency. Its special categories of materials are: general books on intelligence, specialized intelligence (Army, Navy, Air, Photographic, etc.), espionage,

counterintelligence, loyalty and security, unconventional, psychological and economic warfare, laws and trials of intelligence interest, and cryptography. Some of these works are also purchased for the CIA Library if there is great demand for them.