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INTELLIGENCE RESEARCH FACILITIES AND TECHNIQUES

Volume IV

~~Part D~~--Assembly of Data by Analysts

First Revised Edition

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Office of Training, Intelligence School
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Please send corrections and comments to
25X1A [   ] Room 1A 35, Headquarters,
25X1A [   ] for incorporation in future editions.

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Part D--Assembly* of Data by Analysts

I. Some Differences Between Academic and Intelligence Research in
    Assembly of Data

      There is perhaps less difference between academic and intelli-

gence research in the assembly of data than in most other aspects of re-

search. In both fields the researcher utilizes library card catalogs,

compiles bibliographies, scans publications, and takes notes. In both

cases, the assembling of data frequently requires a greater proportion

of total time spent on a research project than does the actual writing

of the project.

      There is one major difference, however: in intelligence re-

search a large part of the data assembled for a research project

is fed to the analyst through his inbox. In his inbox the analyst

receives a constant flow of many types of current information received

by the Agency. The analyst is able to control the volume and content

of this flow through changing his reading requirements (discussed in

detail below). In some cases, the amount of material made available

* As used in this text the term assembly is defined as the act of gather-
ing information by the analyst, for possible use in finished intelligence.
It therefore excludes gathering of information by groups or organizations
whose primary mission is to gather information for use by others, to
which the term collection is applied in this text. In job descriptions
the term collation is frequently used in place of the term assembly.
In this text the term collation is used principally in Part F, dealing
with the analytical process, where it is defined according to its
dictionary meaning: the critical comparison of source materials.

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to the intelligence analyst through his inbox over a period of time is
so great that he may be unable to exploit all of it completely for
certain projects, and he may therefore be unable to go hunting for
additional material. Generally, however, his data are not so voluminous,
and usually there are several important gaps in information which must
be filled either by searching in repositories or submitting collection
requirements. The academic researcher usually has nothing to compare
with the intelligence analyst's inbox.

There is also a minor difference in assembly of data: the
academic researcher often takes notes in the form of abstracts or gists,
in part to help him avoid plagiarism. In intelligence research (except
perhaps in the field of political intelligence) it is usually important
that notes from sources be exact quotations and that excerpts (selected
sections), rather than abstracts or gists, be taken.

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II. The Analyst's Inbox

The analyst's inbox is the end of a long intelligence information supply line which has roots reaching throughout the world. This supply line collects and transmits books, periodicals, pamphlets, pieces of equipment, photographs, translations, and reports of visual observations and of interviews. These materials, or reports derived from them, are channeled into the Agency at several points. A large percentage of the material is received in OCR/Document Division (OCR/DD), Analysis Branch, which routes it to the analyst's office (in the case of ORR or the analyst's division or branch in the case of OSI*). In ORR the Reading Panel routes documents received from OCR/DD to the branch and even to the individual analyst. In OSI, division and branch reading panels route to the individual analyst. Other organizations which receive materials and route them include OCR/DD Cable Center, cables (see Part C of Text); OCR/LY Acquisitions Branch, foreign and US publications (see Part E); and OCR/GR, photographs (see Part C).

The inbox greatly increases the intelligence analyst's efficiency, since he would have to spend a great amount of time if he had to go out to repositories and other facilities to gather the information

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* This system of routing documents differs greatly from that used in the Department of Defense. In Defense, newly received documents are held for a period of time at a central point. Representatives from individual portions of the organization review all of the documents periodically, and mark the ones which they would like to have routed to their organization.

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which is supplied with practically no effort on his part. The inbox also provides him a means of building up his specialized files slowly over a period of time.

The inbox presents one danger: it can easily become an end in itself. Many analysts complain that they could spend their entire day reading the material in their inboxes. In 1957, about 26 percent of the professional man-hours in ORR and OSI were spend in intelligence maintenance, a considerable part of which consisted of reading and processing material in the inbox. The analyst's job is to produce finished intelligence studies; yet in 1957 an average of only one-third of ORR and OSI man-hours were devoted directly to project research. The inbox is of value only if it contributes to this job rather than interferes with it. This dilemma of many analysts can usually be resolved only by reducing the amount of material received in the inbox since there is little chance that additional manpower will be provided to help with inbox and other phases of research.

For a period of time the analyst can backlog his inbox being sure, however, that items with further routing are sent on with a request for their return; or he can simply permit material to go by without looking at it. The latter device becomes necessary if the analyst is involved for some time in a high priority job, because when the rush job is over there is seldom time to catch up on a backlog. However, it is usually necessary to continue reading at least some of the inbox even when high

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priority work is underway. One reason is that a considerable proportion of

the material passing through the inbox can never be recovered in any way.

As indicated in Part C and below, much of it is not Intellofaxed. Some

of the remaining material is difficult to recover, such as material for

which only Source Cards are kept in the Library, and FBIS <u>Dailies</u> which,

after 3 months, would have to be read on microfilm reels.* In addition,

in some fields the analyst can quickly lose touch with his material

because of rapid developments.

   A. <u>Analyst's Control of the Inbox</u>

The type and amount of material received by the analyst in his

inbox is controlled by the content of his branch's reading requirements.

Most ORR and OSI branches have reading requirements on file with reading

panels at all levels, including those in the OCR/DD <u>Dissemination Hand-</u>

<u>book,</u> in the office (particularly in ORR), the division, branch, and

sometimes even in the section. Special reading requirements may be filed

with Cable Center, OCI reading panel, and GR. Each analyst should be

thoroughly familiar with the requirements of each of the reading panels

which supply information for his inbox, and should review them periodically

to assure himself that they are still current. In ORR, a periodic

(usually annual) review of ORR Reading Panel requirements is required;

however, the analyst should also review reading panel requirements under

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which OCR/DD, his division and his branch panels operate. In OSI, the reading requirements for OCR/DD are also revised periodically.

1. Eliminating Items of Little Value

As a means of controlling his inbox the analyst might list, for a week or longer, the items which he receives which are of little or no value to his work. A generalized list should then be made up, and reading panel requirements at all levels should be reviewed to determine whether or not they can be modified to eliminate these items. In some cases, this can be done easily by stating that certain specified publications or subjects are not desired. Such changes should be fully coordinated in the branch because an item of no value to one analyst may be a major source for another analyst in the branch. In other cases, it might be too difficult to eliminate certain items, and the analyst may have to continue receiving them under his general requirements or run the risk of missing important items. For example, a reading requirement of this type might be too cumbersome for reading panels to follow successfully: "Do not send any Order of Battle information, except [   ]   25X1 movements of BW units [   ] or of units suspected of having BW missions." Further details on writing of reading requirements are given below.

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In his review of inbox items which are of little or no value to his work the analyst should be extremely critical. He may discover, for example, that the New York Times provides relatively

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little current intelligence on his subject compared with the FBIS _Daily_, and that the hour or two a day devoted to the _Times_ is not well spent. Or, it may be advisable to have one member of the branch assigned to reading items which have a low percentage of intelligence yield.

2. _Handling of Periodicals_

If certain unclassified periodicals are read primarily for background and to retain or improve specialized competence, the analyst might consider taking these periodicals home for reading at his leisure rather than using office time which might better be devoted to reading items directly related to research projects.

Classified periodicals, such as the OCI _Current Intelligence Weekly Summary_ and the Army ACSI _Intelligence Review_, occasionally include articles of specific interest to the specialized analyst, but they are rarely useful as sources of intelligence information. It may be possible to eliminate many of these from the inbox, since the articles contained in them are indexed in the CIA, OCR _Intelligence Publications Index_ (IPI), S/NOFORN. If the analyst would like to see the viewpoints of these periodicals on a particular research subject he can recover them by use of the IPI. The IPI is described below.

3. _Reviewing Contents of Files_

When reviewing his reading panel requirements, the analyst might also review the content of his files (as discussed in Part

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Annex I of this text). The analyst might not need to see some types

of information which are on file and are quickly recoverable in

specialized repositories, such as [   ] trip reports, and   25X1B

biographic information. In addition, some subjects at the margins of the

analyst's field may be the center of some other branch's interest and

might be dropped. For example, power consumption for aluminum production

may be at the margins of the field of non-ferrous metals production, but

it might be at the center of interest in the electric power section. In

such a case the analyst can assure himself that the subject is being dealt

with adequately by the other section and he might be able to transfer

his files on the subject to the responsible section and perhaps also

eliminate the subject of power consumption from his reading requirements.

Such a transfer should usually be made by the analyst only after consult-

ing with his branch chief.

In his review of files the analyst may discover that he has been

filing certain types of information which have never been used. He

may be able to determine that this type of information will never have

value for his studies, and he might then be able to eliminate it from

his reading requirements. For example, in ORR emphasis is increasingly

on over-all production. In some areas the analyst may therefore never

have used information on the production of individual plants and may

not need to see such material. Should the need arise, he could use IR

facilities to calculate individual plant production.* The analyst may

* Some ORR branches are now supporting the Air Force Target Information
  Program by supplying figures on production of individual plants.

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have material in his files, however, which has not been used simply
because he does not have technique or methodology for using it in in-
telligence studies. For example, he might have been filing photographs
and copied data [   ] 25X1B
25X1B [   ]
[   ] such information might be of little or no value to
him.

4. Eliminating Unnecessarily Detailed Data

Since about 1953 Bloc countries have been publishing in-
creasing amounts of statistical information, including books of statistics,
from which to build up estimates. In the past the analyst was forced to
collect bits and pieces of statistics. In some areas this may no longer
be necessary, and the analyst's reading requirements might be changed
so that they request only books of statistics in his field, rather than
continue to request all references to production statistics.

5. Reducing Screening Time

When the analyst has eliminated from his inbox as many items
as possible which are of little or no value, he may be able to reduce
further the time spent on reading and processing his inbox. If the analyst
is fortunate enough to have a junior professional, sub-professional, or
clerk-typist to work with him, he may be able to train him to screen the
inbox. Occasionally, the branch reading panel or reading clerk may be
able to do a considerable amount of screening. Constant training is
usually necessary so that a maximum of valuable content is saved and

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a minimum lost. This procedure has the disadvantage that the junior individuals will generally miss some items which only the senior analyst, because of his more extensive background, would recognize as having intelligence significance. But in some cases this risk or loss may be justified if the reading and processing of the inbox is interfering with production of finished intelligence reports.

Considerable time can be saved by allocating responsibility to one analyst in the branch to review a periodic item, such as FBIS Daily, New York Times, Journal of Commerce, FDD Summaries, and Army ACSI Intelligence Review for the specialized interests of all analysts in the branch.

6. Having Division or Branch Files

As indicated in Part C, some divisions or branches have division or branch files rather than individual analyst's files. Inbox and filing are conducted by a small filing staff. Whenever the analyst begins work on a new project his first step is to get from the branch or division files the material on his subject. The disadvantage of such a system is that the analyst is unable to keep current on his field of subject specialty. In some cases, analysts have built their own files in addition to the branch or division files, which defeats the concept of one centralized file.

7. Increasing Reading Speed

The analyst may be able to increase his speed of reading the inbox if he scans tables of contents rather than leafs through

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material page by page. While he will undoubtedly miss some very important information, because the table of contents does not always indicate its presence, the risk or loss may be justified. The analyst may also be able to increase his speed of scanning longer items by utilizing the following principles of good reading, as set forth in reading improvement courses: (a) First find the purpose which the writer of an item, article, or book had in mind. Good writers will usually make their purpose clear at the beginning of the article or in their title. (b) Then survey the over-all pattern of the item--is it in time sequence, summary and discussion, problem and solution, opinion and evidence, evidence and opinion, or cause and effect? (c) Then survey each section, again to determine the over-all pattern as in b. (d) Within each section, survey each paragraph for its purpose (is it introduction, transition, amplification, illustration, argumentation, summary, or conclusion?), and for its pattern (is it topic sentence with supporting data, evidence-conclusion, comparison, time sequence, or cause and effect?). It might be stressed here that these principles of good reading might also be employed in reviewing one's own writing.

B. Reading Requirements

Reading requirements should be tailored to the type of material handled by the reading panel. Thus the OCR/DD reading requirements normally should be somewhat different from reading requirements for the Cable Center. Furthermore, reading requirements should be different from requirements for information submitted to such offices as FDD and ☐ since the types

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of information obtainable through these sources may differ from the over-
all reading requirements of a branch.

Whenever the analyst begins work on a new project he should review
his reading requirements to determine whether or not he has been getting
everything that came into the Agency on that subject. If the reading
requirements do not cover some aspect of the project the analyst will know
the particular subjects he must stress in his search in Intellofax and
other sources.

Reading requirements should cover all of the branch's standing
and ad hoc requirements for collection of intelligence information. If
they do not, it is possible that information could come into the Agency
in response to the branch's standing requirements but fail to reach the
branch.

When new or revised reading requirements are being written in
a branch the writer should talk with the various reading panels. From
this discussion he will get a better idea of how the readers operate and
will also be able to write requirements in a form which will be most useful
to the reading panels. Reading requirements should usually indicate general
fields of information desired by the branch. In addition, as an aid to the
reader (who is not a specialist in the many subject fields covered by docu-
ments), the requirements might also include lists of cities, personalities,
products, or processes which are of particular value to the branch. For
example, an analyst working on research in chemistry might list the names
of the chemicals and processes which are of particular interest in his

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intelligence research.

When an analyst or branch desires to make changes in reading requirements at times other than the periodic revision, it is usually desirable to write a memo on the subject as a permanent record. This may be important because one member of a branch might request that a particular type of information not be sent to his branch any longer, but to another member of the branch the item may be a major source and he may not know that this source has been suddenly cut off from his branch.

ORR Reading Panel requirements must be updated annually (see ORR, ERA, Analysts' Manual Notice, 5 May 1955, Periodic Review of Reading Panel Requirements, S). This notice gives a thorough treatment of points to be noted in writing branch requirements, and provides the format which must be followed. It requires each branch to brief the ORR Reading Panel at least once a year. In this briefing it is possible for the branch to give Panel members a fresh viewpoint on the mission of the branch as well as information on the content of pending and future research projects. It also gives Panel members a chance to ask about specific types of documents whose relevance to Branch needs is in doubt. It is important that the branch representative have a full view of total branch needs so that Panel questions can be answered properly.

Reading requirements need not give excessive detail because one of the general principles employed by Reading Panels has been, "When in doubt, route." If the Panel member is uncertain whether or not an item

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would have value to a particular branch, she routes it to that branch, where the specialist is in better position to make a quick determination of its value.

An additional means of providing guidance to Reading Panels is to discuss specific documents with them. In his contacts with opposite numbers in the Community the analyst may learn about a document which he has not yet received. If he copies the document reference and takes it to the Reading Panel they will be able to tell whether or not the document was received in the Agency and to which branches it was routed. If the document was received in the Agency, the analyst will generally find that his branch was on the routing. Frequently, the reason for his not receiving the document was that someone higher on the routing was keeping it in his files.* It should be stressed that this practice is both disruptive of office operations and unnecessary. (a) DDI Notice requires that a routed document he held by any one component not more than three working days. If a routed document contains material of great value to the analyst he can quickly get a reproduced copy from the Microfilm Unit in the Library.

* The author of this text has made a number of such checks and with very few exceptions has found that the Reading Panels have done their work properly. In the few cases where a document was not routed to the proper branch, it was the result of some misunderstanding of the reading require- ments.

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C. The Role of OCR Document Division

OCR/DD receives copies of a high percentage of all documents
produced by all USIB agencies and many produced by non-USIB agencies,
and by intelligence services of foreign countries. Following are some
types of documents which these agencies might not send to CIA: some types
of psychological materials; some types of finished intelligence studies,
particularly escape and evasion and war plans; biographic intelligence
information on subjects which are not CIA's primary interest; internal
operational information ("housekeeping" details).

1. Organization and Functions

The function of OCR/DD is to receive, control, and disseminate
intelligence information reports produced in and received by the Agency
and finished intelligence reports received by the Agency, and to code
selected reports for the Intellofax system.*

OCR/DD has three branches whose work is closely related to
the documents the analyst receives in his inbox: Processing, Analysis,
and Special Control. Special Control Branch includes Cable Center,
discussed below and in Part C of this text; Top Secret Control, discussed
in Part C; and Release Section.

Release Section receives and disseminates all [   ] 25X1C

25X1C [   ] NIE reports, DDI finished intelligence

* OCR/DD does not receive certain CIA products which have limited circula-
  tion, such as CS-CI reports and ORR Current Support Memoranda.

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reports and sections of NIS reports. Most [   ] reports   25X1C
are microfilmed on aperture cards, and many are Intellofaxed. This section
also includes the CIA Liaison Officer with [   ] and with NSA.   25X1A

Processing Branch puts documents into batches so routers and
coders can work with them and control them more readily; it types multilith
mats for printing on the IBM cards for the Intellofax system, types source
cards for the SCF on Nodex items, and distributes reports to the addressee.

Analysis Branch disseminates (routes) documents, codes selected
documents for the Intellofax system, prepares the IPI, and maintains an
abbreviations file. This branch is the funnel through which most documents
received by the Agency pass on their way to the intelligence analyst; it
is the heart of the document dissemination system which sends documents
to the analyst.

2. Screening Documents

The primary purpose of screening is to eliminate the many
items received by the Agency which have relatively little value and which
would overburden the coding and Intellofax systems. When documents first
enter Analysis Branch in OCR/DD* about 60 percent** are screened into the
following categories:

* In 1957 OCR received 493,000 documents of all types. Each document had
   an average of 8 copies, so that a total of 4 million individual items
   were handled. If only a single copy of a document is received, as with
   some [   ] reports, OCR/DD may make sufficient copies for
   CIA needs.

25X1C (left margin)

** Of the remainder, 25 percent are placed in batches immediately and are
   sent to Analysis Branch. These are intelligence reports which are ob-
   viously of value. The remaining 15 percent are received marked for
   Standard Distribution (discussed below).

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(a) Those of no value to anyone. If none of the reading requirements have requested information given in the document, it is generally considered as having no value to the Agency.

(b) Items which are disseminated, but on which no record is kept. These items are routed immediately by the Screening unit on the basis of reading requirements. No record of these items is kept in the SCF. Hard copies, filed by agency and serial number, are kept in the Q Building vault for a period of time. Items receiving this handling are primarily from non-USIB agencies and particularly from international agencies such as International Monetary Fund; the United Nations and its many sub-units such as ECOSOC; Internation Bank for Reconstruction and Development; Organization for European Economic Cooperation; Radio Free Europe; and the US International Cooperation Administration.

(c) Who's Who information. This is given dissemination as it is screened. Such items are routed to OCI, BR, CS and occasionally other areas as appropriate. No record is kept of these items--they are not indexed, a card is not placed in the SCF, they are not microfilmed, and no copy is kept by the Library.

(d) Nodex (not indexed) items. These are documents which are considered to have relatively little value to the Agency. They are disseminated by Analysis Branch on the basis of reading requirements. A record of the item is made for the SCF, but this record does not include the title. They are not Intellofaxed. A hard copy of each Nodex item

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is kept in the Q Building vault, except that Nodexed CS documents are
microfilmed on aperture cards and are in the Microfilm Reading room.
A list of the types of items which are Nodexed is shown in Part C of
this text in the discussion of the Q Building vault.

(e) Index items. These are documents that are considered
to contain information of sufficient value to the Agency to be coded
for the Intellofax system. Approximately 40 percent of the documents
received in OCR/DD are indexed. They are disseminated on the basis
of reading requirements. There are two special categories of Index
documents: Priority, which are documents on such items as guided missiles
and atomic energy that are given expedited dissemination; and loans of
advance copies, which consist of Defense documents having enclosures.
CIA receives both the reproduction mat and enclosures of the latter;
Analysis Branch writes CIA coding on the mat (this is called pre-coding);
IR may write on IR comments and information; both the mat and enclosures
are microfilmed for aperture cards; and the mat and enclosures are
returned to the originating agency, which runs off copies of the documents
from the mat. These documents are then disseminated without the enclosures.
With this system, CIA always has enclosures of Defense documents on aperture
cards so that the analyst can see them or order them if the covering
document indicates that they might be of value. In the past, receipt of
documents without enclosures caused analysts and the Library many problems
because it was so difficult to obtain copies of the enclosures.

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(f) Flash items. These are periodic intelligence information reports primarily from sources outside CIA. A record is kept in Analysis Branch of each issue of a Flash item as it comes in, showing such items as its serial number, control number, and date. Material received from State under the Comprehensive Economic Reporting Program (CERP, discussed in Part E), giving details on the economics of non-Bloc countries, makes up a large part of the Flash items. An annual report on coal production in West Germany would come under this category. In September 1958 OCR/DD received 400 items which were assigned to the Flash category. In the Intellofax system there is one IBM card for each subject regularly covered by such a periodic report. Flash items are microfilmed. The SCF has a card for each copy of a periodic report received. Flash items are given Standard Distribution (see below) rather than being routed on the basis of reading requirements. Each Flash item has its own Standard Distribution list. Regularly scheduled FDD Summaries, which are Flash items, are distributed to the offices directly from CIA Reproduction, on the basis of Standard Distribution lists, rather than being handled through OCR/DD.

About 800 intelligence periodicals, such as the Army, ACSI Intelligence Review, and periodicals of non-USIB agencies, such as Department of Interior, International Petroleum Trade, are received in OCR/DD marked for Standard Distribution. These items total about 15 percent of all incoming documents. As indicated, they do not go through the

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screening and dissemination process, but are routed on the basis of a
Standard Distribution list for each periodical. Standard Distribution
items in this category are not listed in the SCF, are not in the Intellofax,
and few have been microfilmed. The articles in a few selected intelligence
periodicals are, however, indexed in the IPI. Periodicals given Standard
Distribution are shown in the OCR, Standard Distribution Index, which
is organised by issuing agency. About one-third of the titles on this list
are filed in Q Building vault; a few additional titles are in the Reference
Collection of the Library. The items in Q Building vault are also shown
in OCR, 1 Oct. 1958, Items Serviced and Maintained in 1141 Que Building.

Certain types of CIA publications do not enter OCR/DD, but are
disseminated directly from CIA Reproduction on the basis of dissemination
lists prepared by the office producing the publications. These include
NIS, NIE, ORR, and OSI reports. Other items are disseminated from
CIA Reproduction on the basis of dissemination lists prepared by OCR/DD:
(a) Standard Distribution dissemination lists are prepared to be used in
disseminating each type of FDD periodic report or Summary; (b) Special
dissemination lists are prepared by OCR/DD for non-periodic FDD reports
on the basis of the table of contents.

After documents have been screened, the Nodex and Index groups
are divided into batches by Processing Branch for control purposes and
are then sent back to Analysis Branch for further routing and coding.

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Each batch is numbered and dated to aid in controlling the documents, and to provide a means of checking that the documents get out of OCR/DD within two days. The remaining groups of documents (except the first group, which is destroyed), have been given their routing during the screening process and are distributed to the various offices.

3. Routing Documents

Nodex and Index documents are given routings by Analysis Branch on the basis of reading requirements contained in the OCR Dissemination Handbook, and the Index documents are then also coded for the Intellofax system. Analysis Branch is broken down by source of document--it has State, Defense, CIA, and Special Sections. Special Section handles documents of non-USIB agencies, finished intelligence reports from all sources, inter-library loan material, Top Secret items, and miscellaneous. Within each section there is a breakdown by function, into routing and coding. Routing is given higher priority than coding, so that the flow of documents to the analyst is not delayed.

There are two major and one minor categories of routing controls. The two major categories are Standard Distribution, and the reading requirements contained in the OCR Dissemination Handbook. The minor category is the routing of responses to ad hoc requirements. OCR keeps a list of ad hoc requirement numbers and the office which originated them, so when docuements are received which contain a reference to an ad

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hoc requirement number, a copy of the document can be sent to the originator
of the requirement.

Standard Distribution is based on a list, prepared for each
type of periodic report, which shows each office that is to receive the report.
Offices are placed on Standard Distribution for a specific item in two
ways: (a) The office may make a specific request, either by phone or by memo,
to receive a particular type of periodic report regularly, and (b) OCR/DD
Analysis Branch may add an office to the list, on the bais of its reading
requirements. As indicated above, Flash items are also routed by the
screening unit of Analysis Branch on the basis of a Standard Distribution
list for each item.*

Analysis Branch routes Index and Nodex items to ORR and OSI on
the basis of reading requirements contained in the OCR Dissemination Hand-
book.** If branch reading requirements in the Handbook are faulty, some
documents of value to the branch might not reach the analyst. Analysis
Branch routes to OSI down to the branch level, so the OSI reading requirements
are extremely detailed. It routes to ORR Reading Panel only, so ORR reading
requirements are relatively general. The ORR Reading Panel routes to the

* A specified number of copies of each CIA document is sent by Analysis Branch
  to certain offices within CIA and to other USIB agencies. Analysis Branch
  also routes CIA documents to certain non-USIB agencies on the basis of
  their reading requirements.

**Analysis Branch receives a copy of table of contents of FDD Summaries
  which are not regularly scheduled. On the basis of these tables of contents
  it determines the routing to be given the Summary. CIA Reproduction then
  distributes them directly to the offices on the basis of this routing.

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branch and the individual analyst, using reading requirements as detailed
as those used in OCR/DD Analysis Branch for OSI. Processing Branch of
OCR/DD keeps a record of the dissemination of all Index items but not
of the Nodex items nor of items routed by the Screening Unit. From these
routing records, as well as the lists for Flash and Standard Distribution
items, the Branch can determine for an analyst whether or not his branch
was on the routing of a document that he has not received but whose con-
tent is of interest to him.

Problems in routing are raised by documents which are received in
limited numbers, particularly those including enclosures. Documents coming
from agencies outside CIA often are received in relatively small numbers;
and frequently, if enclosures are mentioned in the document, only one copy
of the enclosures is received. In this case the router must determine
which office has priority in receiving the document. Occasionally, to
assure that a valuable document will be seen by all interested offices, it
may be necessary to place a lengthy routing on each copy. A few analysts
habitually hold up such documents, despite the DDI Notice which requires
that routed documents be held not more than three working days by any one
component, and despite the fact that microfilm prints of most documents
and their enclosures can usually be obtained for retention in a very few
days.

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D. The Role of OCR Cable Center

Cable Center (in OCR/DD) is the reading panel for all non-CIA cables*, and TD-CS reports. All other CIA cables are disseminated by CIA Cable Secretariat.

Cable Center receives 12 deliveries daily, including Sunday, and gives regular routing every day except Sunday. About 150,000 cables were received in 1957, each one received in several copies. In Cable Center, cables are given two readings: (a) In the first reading they are routed to OCI branches, selected cables are sent to the DDI who screens them for the DCI, and one copy of all cables is sent to CS and ONE. (b) In the second reading cables are routed to all other CIA users on the basis of available reading requirements. If a branch has no special cable reading requirements, Cable Center uses a copy of the requirements found in OCR Requirements Handbook. Only a few consumers have reading requirements tailored specifically to cables. Cable Center routes for OSI down to the branch level; they route to ORR only for the office, and ORR Reading Panel then routes to the branch and analyst level.

As indicated in Part C of this text, cables are not indexed in the Intellofax system, and they are not microfilmed. Cable Center

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*As indicated in Part C of this text, the term cables covers reports requiring rapid transmission or handling which are sent generally by radio, by submarine cable, or as airgrams. The term also includes Weekas, which are joint Defense and State weekly summaries of economic, military, psychological, and political developments in a foreign country. Some Weekas sent as regular State despatches are also considered as cables because of their content.

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maintains a hard copy file and holds regular cables for a year and Top
Secret cables for two years. A reproduced copy of any cable will be
supplied by Cable Center in response to a request. TD-CS documents are
routed by Cable Center, but they are microfilmed on aperture cards and
are also indexed for the Intellofax system.

    E.   The Role of Other Reading Panels

        ORR has its own Reading Panel, which receives documents from
OCR/DD Analysis Branch and Cable Center. On the basis of detailed
reading requirements, augmented by periodic briefings from individual
branches, the Reading Panel routes documents to the branch and to the
individual analyst.

        Both ORR and OSI have division, branch, and occasionally
section Reading Panels. Below the division level, these often consist of
one clerk-typist. Their duty is to receive and distribute docuements which
have been routed by the OCR and ORR Reading Panels. In addition, documents
may be reviewed, and a further routing to branches or to individual analysts
may be shown. Each of these Panels works on the basis of reading require-
ments. In some cases the requirements are simply verbal instruction;
in others, the OCR reading requirements are used.

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III. The Use of Libraries and Librarians

In his Project Work Schedule the analyst generally should reserve
some time for visiting the major repositories of information on the
subject of his research project. Usually, time available for the as-
sembly of additional information for a project is relatively limited,
so the analyst may not be able to exploit some repositories which might
have supplied additional information. The omission of a potentially
profitable repository should be based on a deliberate decision, and not
result from an oversight.

A. Reference Librarians

In most libraries the reference librarians can be of considerable
aid to the analyst who is assembling data for a project. They may be
able to assist in the following ways: (a) Suggest subject headings in
the card catalog which might be of greatest value in locating material
pertinent to the project. (b) Suggest uncatalogued materials which
might be of value. Many libraries have sources not referred to in the
card catalog and not generally known. (c) Suggest various types of
indexes which would provide leads to source materials. (d) Provide names
of analysts who are working on the same or similar topics and who may have
uncovered major bodies of information. There have been cases of CIA
analysts learning about a researcher working in the Library of Congress
in their own subject field. In some cases it has been possible to obtain
their files for reproduction. (e) Find the answer to specific questions.

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Reference librarians are well acquainted with standard reference books, and can save the analyst considerable time if he is unfamiliar with the standard reference books. In libraries of USIB agencies the reference librarian utilizes both open and classified sources to get answers to questions.

In seeking aid from reference librarians the analyst should be as specific as possible about his project. In dealing with unclassified libraries this may be difficult or impossible. But in dealing with classified libraries of USIB agencies he can usually give most of the necessary details on the project as most librarians have necessary clearances. Reference librarians frequently get requests from analysts who are uncertain about what they want, often because they have not pinned down their problem. When the analyst has properly defined his problem he will find it easier to obtain aid from reference librarians, and to obtain a more useful Intellofax listing. While some libraries have bibliography sections that will work up bibliographies on specific topics, most reference librarians outside CIA seldom have the time to provide this type of service. CIA Library will prepare bibliographies on intelligence and operational subjects pertinent to CIA activities (see OCR Notice, CRAG 20-58, 29 Sept. 1958).

B. Bibliographies and Periodical Indexes

Many textbooks on research in specialized fields list bibliographies in those fields, such as Wilson, E. Bright, An Introduction to Scientific Research, New York, McGraw-Hill, pp. 11-17, U, which lists specialized

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bibliographies and indexes in scientific fields. Specialized books and articles also often contain bibliographies which may give leads to specific books or articles. The New York Times Index may be of value for certain types of research.

The reference shelves of most libraries contain at least some of the standard unclassified bibliographies. They may also include bibliographies of bibliographies, such as Ulrich's Periodicals Directory which lists both US and foreign periodicals, including many in foreign languages, and tells in which indexes the articles in each periodical are indexed.

A bibliography of bibliographies pointed to intelligence source materials is contained in CIA, OCR, CIA Library, CIA/CR #1, 1 Dec. 1955, Intelligence Reference Material, a Guide for Intelligence Research, C/NOFORN.

Indexes which list, by subject and area, articles from periodicals in selected fields include the Engineering Index and Industrial Arts Index. The latter has been continued as two publications, Business Periodicals Index and Applied Science and Technology Index. These indexes list articles primarily in English-language magazines. The Air University Periodical Index, published by the Air University Library at Maxwell Air Force Base, indexes English language military and aeronautical periodicals, most of which are not indexed by any other standard indexing service. It appears four times a year, and is cumulated approximately every three years.

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Indexes which list, by subject and area, articles in the English language from general periodicals include the Public Affairs Information Service (PAIS), International Index to Periodicals, and Reader's Guide to Periodical Literature. The best of these for intelligence research is probably PAIS, which is published weekly, is cumulated four times yearly, and is then cumulated into an annual volume. While it has only a subject breakdown it has a wider coverage of periodicals than the other two indexes and also indexes many new books and pamphlets. Furthermore, emphasis is placed on items containing factual and statistical information, rather than on indexing all articles, books and pamphlets. INTERNATIONAL Index to Periodicals lists, by subject and author, articles in a select group of periodicals in English. The periodicals are more scholarly than those in Readers' Guide, which indexes primarily the more popular US magazines by subject and author.

Listings of books and magazine articles on Bloc countries which are available in US libraries are contained in the Monthly Index of Russian Accessions (MIRA--formerly MIRA) and the East European Accessions List.

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There are three parts to these accessions lists: (a) A list of monographs, broken down by major subject field: (b) Translated tables of contents of articles in magazines, broken down by major subject field; and (c) A listing of articles and monographs contained in parts a and b, arranged according to a detailed subject breakdown. MIRA indexes Russian language publications, issued both within and outside the

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USSR, which are received by the Library of Congress and cooperating libraries. A specialized version of MIRA is put out with the title Transportation in the USSR. This bibliography lists only the transportation items in MIRA and is produced for the Transportation Subcommittee of the EIC.

When the analyst has compiled a short list of magazine articles he may order the magazine from CIA Library, which will obtain them through Interlibrary Loan, if necessary. However, if the list is lengthy the analyst can save much time by going to the Library of Congress to look at the magazines. The Periodical Index is a list of most foreign and US magazines, showing which US libraries have each magazine and the number of volumes held by them. The copy of this Index in Library of Congress has the call number written in. The magazine titles and their call numbers are also contained in the book card catalog. The Library of Congress and the various specialized libraries in Washington combined have on their shelves a high percentage of all presently published US and foreign magazines.

In using the various guides and indexes to periodical literature, it is generally advisable to begin with the most recent year and work backward. In beginning with the most recent year the analyst should make a list of all the subjects he wishes to search. Some of these subjects will not appear in the guide; other subjects will contain references to still others, which should be added to the list. As the analyst looks at earlier years he will usually find that there are fewer subject headings, and that these are shown in somewhat less detail than they were in more recent years. If he started with a list of subjects made up from an early

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edition, he will find that in later years these subjects headings will by
no means cover the entire subject field, because new headings were added,
and the old ones usually will have fewer references under them.

The Soviet Union issues a series of indexes and bibliographies which
may be of value to the analyst whose needs are not fully met by MIRA.
Following is a brief description of some of these items.

(a) <u>Bibliografia Sovetskoi Bibliografii</u> is a bibliography of Soviet
bibliographies. It lists separately published bibliographies, and also
bibliographies appearing in books and articles. Most entries include
short annotations, There are two indexes: one of authors and titles
and one of periodicals. Within these indexes items are arranged under
31 main subject groupings.

(b) <u>Knizhnaia Letopis</u> lists all books and pamphlets published in
the USSR, whether in Russian or not. It appears weekly. Items are
arranged into 31 main subject groupings, of which no. 15 is on natural
sciences and mathematics, and no. 16 is on technology and industry.
Within each grouping items are arranged in alphabetical order by author
or title. It also includes a name index, published quarterly and cumu-
lated into an annual; an annual index to series; and an annual subject index.

(c) <u>Eshegodnik Knigi SSSR</u> cumulates the material listed in the <u>Letopis</u>
in a semi-annual volume. This makes it more convenient to use than the
<u>Letopis</u>.

(d) <u>Periodicheskaia Pechat SSSR, 1917-1949</u>, is in process of

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publication in 10 volumes. It lists periodicals, journals, transactions
and bulletins published in the USSR. Vol. 2 is on natural sciences and
mathematics; vol. 3 is on technical sciences and industry.

(e) Letopis Periodicheskikh Izdanii SSSR, 1950-1954 has separate
lists of journals and newspapers published in the USSR. The journal
section has 33 subject categories. Since 1954 two supplements have been
published annually. These will cumulate every five years.

(f) Letopis Zhurnalnykh Statei is the bibliography of periodical
articles published in the USSR. Subject arrangement is similar to that
of Ezhegodnik Knigi SSSR. It is published weekly; indexes of authors'
names and geographic subjects are published quarterly; cumulative indexes
are issued annually. At the end is a listing of periodicals indexed in it.

(g) Letopis Gazetnykh Statei lists newspaper articles published
in the USSR. Subject arrangement is also similar to that of Ezhegodnik
Knigi SSSR. It appears weekly; quarterly indexes are by author and
geographic subject and are cumulated at the end of the year.

Lists of some of the items from Russian sources which have been
translated are shown in the US Department of Commerce, Office of Tech-
nical Services, Technical Translations, U, and in the FDD, Consolidated
Translation Survey, U and C. However, many of the items included in
FDD Summaries are not indexed in any source. Methods of recovering
translated items are discussed in Part E of this text.

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C. Card Catalogs

All libraries have card catalogs of their book holdings and occasion-
ally also of pamphlets. Some libraries have a special catalog for their
periodicals; others intersperse these in their book card catalog. A few
specialized libraries include in their card catalogs major articles from
periodicals on their subject fields. For example, the Association of
American Railroads, Bureau of Public Roads, Department of Labor and Pan
American Union libraries in Washington include in their card catalogs
references to major magazine and newspaper articles on their respective
fields. Because of differences in content and organization of card
catalogs it is generally advisable for the anllyst to consult with a
member of the library staff on proper use of the catalog the first time
he uses it.

Most card catalogs have the material under any one word (such as
Television) arranged in three major groups: (a) The word as the last
name of an author or the first word in the title of an organization
responsible for the publication (such as Television, Charles E,; or
Television Institute of America). (b) The word as the first major word
in the title of a book (such as Television Fundamentals). (c) The word
as a subject. Under each subject (such as Television institutes, Tele-
vision research, and Television technology are shown books on that sub-
ject, arranged alphabetically by author. This arrangement of material
in three groups is important to remember, because if the analyst is

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looking for a book with the title of <u>Television Industry of East Germany</u>
he will find that the first group of cards under Television will not
contain that title at the top of the card, because the first group is
arranged by authors rather than titles.

In CIA Main Library the card catalogs are divided into an author-
title catalog and a subject catalog. In most libraries the subject cards
are not kept separately from the author and title cards. The old CIA
subject catalog is set up by subject number, taken from the Intelligence
Subject Code, rather than by word headings; the new catalog uses word
headings.

It usually requires a considerable amount of imagination to deter-
mine the subject headings which should be looked at in a card catalog
to exhaust the subject of a research topic, even if the subject is
relatively simple. If a research topic dealt with radio tubes, it would
appear that all books on the subject would be cataloged under those
two words, either as subject or title. This, unfortunately, is seldom
true. Books dealing with radio tubes could be found under many related
headings. To be sure that he has exhausted all possible subjects, the
analyst might make the following types of lists of words: (a) All of
the major subjects covered by his research topic. (b) All synonyms of
his major subjects. For radio tubes he might also look under vacuum
tubes and valves (the British term). (c) Terms of which his major sub-
ject is a part or a component--such as communications, radio, radiosonde,

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computers, electronics. (d) Closely related terms, such as transistors and crystals. (e) The foreign equivalents of all the above terms, in such languages as French, German, or Russian.

Even after making an extensive list of subjects, when the analyst looks at books in the stacks he will often find some titles that bear directly on his subject which he did not find in the card file catalog.

As the analyst looks at cards under a particular subject, whenever he finds a card that refers to a particularly promising book he should also look at the bottom of the card where there is printed a list of the other subject headings under which that card has been filed. This may provide additional leads to subjects which the analyst had not thought to include in his list of subjects to be searched.

Two publications produced by the Library of Congress (LC) provide aid in determining additional subject headings to search in libraries which use the LC cataloging system. The first is Subject Headings Used in the Dictionary Catalogs of the Library of Congress, 6th Edition, 1957. The second is Classification Schedules, published in 23 parts. The latter volumes list the classification numbers (the top line of a call number)* and subjects. They begin with AC1, collections of monographs, and go through to Z799, catalogs on zoology. Subjects are arranged in outline order. These volumes list major subject headings and subheadings, usually show the classification number, and also show for each subject a list of related subjects.

*See footnote on page 36.

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The analyst may be able to save himself a considerable amount of time, if he is working on an extensive topic, by employing one or more of the following suggestions. (a) He may be able to have junior personnel search the card files and copy down references. The analyst should himself determine the subject headings to be searched, and he should guide the work of the junior personnel by indicating cutoff dates (pre-1950 information may have little value for the project), types of books which are not of value, and those which are of particular value. He should also check occasionally to make sure the work is being done properly. (b) In many cases it may be sufficient if the analyst copies only the classification number (the first line of the call number of books)* and not the author and title. After going through several subjects, he may find that the books are all falling in a band between HE6771 and HE7000 and a band between JA1600 and JC2000. With this knowledge he can then go into the stacks to look at the book titles and to scan through books that look promising. This system has the disadvantage that some books with particularly promising titles might not be on the shelves (if a book is valuable, there is a chance that it is being used), and the analyst would not see it if he used this method. This problem can be solved by

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*A Library of Congress call number usually has two lines. The first line, called the classification number, is a code for the subject. The second line, called the Cutter number, contains the first letter of the author's surname, followed by a number which is assigned consecutively to each book preceded by the same letter.

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combining the two systems: copying the first line of the call numbers of all books; and copying full data on only those books which appear to be particularly promising.

In addition to its card catalog, the Library of Congress publishes two series of publications: Library of Congress Catalog--Books: Subjects and Library of Congress--Books: Authors. The former was published in 20 volumes for 1950-4; in 3 volumes for each year after 1954; and is published quarterly in the current year. The latter was published under different titles for the years 1947-49, 1950-52, and annually from 1953 onward. These publications show in reduced size the information on the printed Library of Congress cards in its card catalogs.

D. Library Stacks

The normal method of utilizing books in libraries is to put in a request for each book and then wait patiently for the books to be brought from the stacks. Usually, a significant percentage of the books, particularly those which look like they would be most valuable, are not on the shelves. Many analysts find that they can work better and get better results if they go into the stacks. Arrangements can be made to obtain a Library of Congress stack permit through his own office's liaison officer, who works through the OCR/Library. In specialized unclassified libraries in the Washington area the librarian in charge may give the analyst permission to go into the stacks.

When the analyst has taken from the stacks books which are of value to his work he may be permitted to carry them to a study desk. As

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indicated earlier, he may find on the shelves a book which bears directly
on his topic but which he did not find in the card catalog. In such a case
it might be profitable to go back to the card catalog to find the subjects
under which the book was filed, since those subjects might have additional
valuable references. Occasionally he may not find the cards, because of
the lag between shelving of books and filing of cards.

E. CIA Library

1. Intellofax Listings

An Intellofax listing is a bibliography primarily of intelli-
gence information reports, most of which are on file in CIA Microfilm
Reading Unit. On request, a separate listing will also be made of
books on file in the Library. In his use of this listing the analyst
must keep in mind two important facts:

(a) This is a listing only of IBM cards filed under the area
and subject codes shown at the beginning of the listing. If the analyst
were interested in having a run on a subject such as manufacture of
batteries in Bulgaria, it is likely that the codes selected will recover
practically all the documents which were coded and which contain a sig-
nificant amount of information on that subject. However, if he is
interested in an abstract subject, such as the quality of an item,
relationships between two or more items, or official attitude toward
a particular subject, then the run may have to cover codes which related

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only indirectly to the subject. In this selection it may be possible to overlook a code which might have some excellent information on the subject.

(b) The listing covers only a small part of the total intelligence information available in CIA on the subject. This is due to the fact that OCR/DD code only docuements which have a major body of information on a subject believed to be of intelligence interest. As indicated elsewhere, many intelligence information reports are not coded; articles in intelligence periodicals are not coded, although articles from a selected list of periodicals are indexed in the IPI; none of the articles from the tremendous output of translation summaries nor from the large output of radio broadcasts are coded; articles in foreign language non-intelligence periodicals are not coded unless they appear as individual translations.

In using the Intellofax listing, therefore, the analyst normally has two purposes: (a) To check the holdings in his own files to be sure that he has all major items which turn up on the Intellofax. Normally he will find a few major items in the Intellofax which are not in his files, for reasons indicated earlier. (b) If he is beginning work on a new topic on which he has never worked before, he will have an Intellofax listing made from which to order documents to give him a background on that subject, and to provide the beginnings of a file.

When the analyst finds items on the Intellofax listing which he does not have, he can mark the item with a check, and can then turn

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the marked listing over to the Library Search Unit which will have
copies of the reports reproduced by Microfilm Unit for the analyst's
retention.

If the analyst is interested in obtaining intelligence information
from the many sources not shown in the Intellofax listing he should
pursue the steps listed in the next section.

2. Other Intelligence Sources

In addition to obtaining documents which are shown on the Intel-
lofax listing the analyst might consider exploiting one or more of the
following sources of intelligence information available in CIA Library:

(a) The Intelligence Publications Index (IPI). The IPI, pro-
duced by OCR/DD, lists articles of intelligence interest in selected
intelligence periodicals, and finished intelligence reports or monographs.
It is published monthly, and every half year a cumulated edition of items
appearing in the previous 6 monthly editions is published. The IPI in-
cludes references to articles in selected classified periodicals and to
reports issued mainly by USIB   25X1C
agencies. Articles are taken from approximately 30 of the major classi-
fied periodicals (about 400 classified periodicals are received in OCR).
The IPI has three major sections: (1) Articles, arranged by subjects,
and further broken down by country; (2) Articles, arranged by country,
and further broken down by broad subject headings; (3) A list of titles

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of finished intelligence reports or monographs, listed by issuing office.
A few of these items are also included in the Intellofax system. Articles
in classified periodicals can seldom be used as sources of intelligence
information unless the analyst is beginning work on a new subject. The
articles may be of value, however, in their interpretation of facts and
trends and in providing the analyst with the viewpoints of other intelli-
gence agencies on specialized subjects. Finished intelligence reports
and intelligence periodicals indexed in IPI (plus many of the intelligence
periodicals not indexed) are on file in Q Building Vault.

(b) The   F D D   Summaries. These are on file in Q
Building Vault. The only approach to these summaries is to attempt to
find the series which cover subjects of interest to the analyst. Often,
one subject will be dealt with in several of the Summary series.
For example, the analyst interested in transportation will not only look
at the Summary on transportation, but also one dealing with the production
of equipment, and one dealing with mining (which contains much valuable
information on traffic in individual commodities). These series are
listed in FDD, March 1958, List of Scheduled Reports Issued by FDD, C,
and do not appear in the FDD, Consolidated Translation Survey, U and C.
Within the individual series the analyst will have to scan at least the
title of each item, and often the entire item, to find information of
value on his subject.

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(c)   The FBIS Dailies.   Hard copies of Dailies for recent months
are on file in Q Building Vault; earlier issues are available on microfilm
reels in the Library Microfilm Reading Room.   The analyst will have to choose the
area in which he is interested, and then scan the table of contents of each
daily to find information on his subject.   Because much good information
is contained in speeches, he will have to scan many individual items as
well.

(d)   The foreign book collection in Acquisitions Branch.   In
addition to the many books in CIA Library, Acquisitions Branch has many
foreign books on its shelves for which there has been no call.   Russian
items received are listed in the State, ICD/FP, Russian Book List, U,
published every other month.

(e)   Foreign periodicals.   The agency receives a large number of
foreign periodicals.   The Library has a complete IBM listing of these,
together with an indication of which offices receive copies.   The analyst can
receive copies of periodicals in his field by following procedures set
forth in Part E of this text.

(f)   Documents which are not indexed.   The large volume of docu-
ments received by OCR/DD which are Nodex, and disseminated without either
Nodexing or Indexing,   are not normally recoverable in
the Library.   For Flash items (periodic intelligence information reports),
one IBM card might show up in an Intellofax listing.   In this case, the
analyst must call OCR/DD to get a complete list of all issues of that
item which have been received, and then look through each item in the

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Microfilm Unit to find information of value to his project. Nodex items,

and items disseminated without either Nodexing or Indexing, are on file

in Q Building Vault for a period of time, filed by originating agency.

The only approach to Nodex items is to know which issuing agency might

produce items of interest to the analyst, and then to search the Source

Card File. Even this would be of little aid, however, because Nodex

items are shown in the SCF only by issuing agency, document number, and

date; title is not shown. Perhaps the only approach to these is to find

an opposite number who might be filing on the same or a similar subject,

and to look through his files. When items are found which the analyst

did not get on his Intellofax listing the document is likely to be in Q

Building Vault which can recover recent documents if originating agency

and document number are known. The analyst can then have copies made

for his files by thermofax, autostat, or typing.

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      (g) Basic intelligence sources. Sources of basic intelligence

information are the National Intelligence Survey (NIS)⌷   25X1C

⌷   As sections of the NIS ⌷   are published   25X1C

they are listed in the IPI. A complete list of the titles of chapters

and sections of the NIS, as well as of special supplements, is contained

in CIA, OBI, July 1957, NIS Reference Guide, C. A cumulated listing of

all available sections of the NIS for each country is contained in CIA,

OBI, 31 Dec. 1958, NIS Quarterly Production Report, C/NOFORN. An intelli-

gence analyst who has worked on a specialized subject and area for a

period of time might find the NIS ⌷   of limited value as sources of   25X1C

intelligence information in part because the most recent information in

these volumes is usually a year old when it appears in published form.

The value of these basic sources will become apparent to the analyst,

however, if suddenly he should be asked to do research on, or give a quick

appraisal of conditions in, a country on which he has not been working.

25X1C   He will then find that the NIS ⌷   are excellent basic sources and

that after he has utilized them he usually can complete his work by

reviewing a few major recent documents which he finds in an Intellofax

listing.

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IV. Data Assembly Procedures

In his assembly of data, whether from the inbox or during an active search of libraries and repositories, the analyst acquires information from a wide variety of both classified and unclassified materials. These include: (a) Documents consisting of both intelligence information and finished intelligence reports. Intelligence information includes textual reports and also quantitative data, such as serial number lists, and Elint data. (b) Books and pamphlets and occasionally other published materials such as posters and leaflets. (c) Periodicals including magazines and newspapers. (d) Graphic materials including maps, Sketches, photographs, graphs, charts, and diagrams. (e) Pieces of actual equipment or material.

A. Assembling in the Analysts' Office

The assembly of data is a time-consuming process which may conflict with demands for time from other phases of the research process. In his own office the analyst may be able, by some of the following methods, to increase his efficiency and/or reduce the amount of time required for assembling data from his inbox:

(a) By reducing the amount of material received in his inbox as discussed above.

(b) By reducing the amount of time spent on reading the inbox.

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(c) By using outline headings (such as A2c) as subject headings on cards and documents instead of writing out the full heading, as suggested in the discussion of files in Part C and Appendix I of this text.

(d) By obtaining microfilm copies of documents or individual pages of documents from Microfilm Reading Room, rather than making copies himself, or having the branch secretary type or thermofax copies. As indicated in Part C, these prints can be placed in the document files; or if they are to go into the card file they are sufficiently small that they can cut down 5" x 8" size. If the file size is less than 5" x 8", prints can be ordered for the smaller size, although text might be difficult to read.

(e) By marking documents or parts of documents for reproduction by the branch secretary. If the secretary is properly trained she will also put the proper source citation on the item, which will save additional analyst time.

(f) By using the CIA typing pool. This pool, in the office of Personnel, Interim Assignment Section, is made up of clerk-typists awaiting clearance or assignment. If arrangements are made with this Section they can do much unclassified typing which may save considerable time of the analyst and branch secretary. One OSI branch, for example, has the pool review Chemical Abstracts and make copies of abstracts on its special field. The pool also does filing of unclassified materials.

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(g) If the analyst is unable to obtain sufficient aid and
must do some note taking himself, he will greatly improve his efficiency
if he is able to type. Analysts who learn to type will find their
efficiency for all types of writing greatly increased, for most people
can easily learn to type faster than the average person can write.
legibly by hand. The OTR course in typing for professionals is able to
give the analyst reasonable proficiency in typing through a course which
meets from 0730 to 0815 daily for eight weeks. The average person can
print at a maximum of 18 words per minute (wpm) and write legibly
approximately 20 to 23 wpm; the beginning typist reaches an average
of 30 wpm after the 8 week OTR course, and the product is uniformly
legible. Any use he makes of his new skill in his work thereafter will
help improve his speed. With frequent use the analyst can easily reach
40 to 50 wpm or approximately double his speed of writing by hand. The
OTR Clerical Training Faculty will lend typing books to any analyst who
would like to learn typing at home. This Faculty suggests that the analyst
see them first, to receive preliminary instructions. It also suggests
that to achieve maximum skill one should spend more than 45 minutes a
day in practice.

(h) The analyst might give some thought to other means of
increasing speed of processing. One recent example of aid given the

STATSPEC analyst was when [   ] began to reproduce its economic abstract items

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on 5" x 8" cards instead of in bound form. While this may not have been satisfactory to analysts who maintain only document files, it saves much time for analysts who maintain card files. Some thought has been given in FDD to putting shorter items on 5" x 8" cards. Another example of aid is that FDD Summaries are printed on one side only. In this way the analyst can easily file each article in a separate document folder or section of his card file. By contrast, items which are printed on both sides of the page, such as FBIS Dailies and many JPRS publications, may be difficult to file by subject because frequently one side of the page will have the end of an article and the other side will have the beginning of another article on a different subject. To file these by subject might require that one side of the page be thermoprinted or retyped, or that another copy of the item be obtained.

B.   Assembling Outside the Office

The assembly of data in libraries outside CIA raises many new problems. It may be possible to use junior personnel, particularly analysts who are in the Agency but are awaiting full clearance, to exploit unclassified libraries. However, if unclassified source materials will provide a major part of the information for a project, it is likely that no one can perform this exploitation with greater efficiency and thoroughness than the analyst charged with the project. Only the responsible analyst can quickly determine what information is marginal or duplicative, since he is best acquainted with the project and with the material already in his files. His scanning

of literature has additional value in that it will frequently bring forth new ideas on the subject.

One means of speeding assembly of data is to concentrate first on preliminary scanning in the stacks of the books and magazine articles to which references were found. In this scanning the analyst might mark selections for later note taking or reproduction. One means of doing this is to place a light pencil marking on the side of the text, to be erased later, or to put in a piece of paper (a 3" x 5" pad is handy) with a mark to indicate which side of the page has information of value. When the preliminary scanning has been completed the analyst has several means of obtaining the information: (a) He can order the books sent to his office, through a CIA Library order form, which goes to Inter-Library Loan. This order form should indicate the library where the book is to be found and the call number, since this information will speed acquisition of the book. When the book is received at the office it can be reproduced in a variety of ways--typing by the branch secretary or the analyst, thermoprinting by the branch secretary or analyst, or photostating by CIA Printing Services. (b) He can write or type notes on publications in the library. The analyst might take notes on shorter items and order for use in his office books or periodicals which have longer items of value.

C.   Note Taking

Notes being taken and documents being prepared for the files should contain four standard items of information in addition to the text:

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The country and/or subject file heading, the source, the evaluation, and
the classification.

    1.   The Country and Subject File Headings

        These headings should be placed as close as possible to the top
of cards for ease of use. Some analysts place these headings on the upper
right side of documents or document-sized notes; others place them on the
right margin so that when the material is in the document file it is possible
to look at the headings without having to remove the documents from the
file. The country and subject headings should, if possible, always be in
the same location. For example, country might be indicated on the upper
left side of a card, and subject in the upper center. Obviously, if a file
deals entirely with one country, such as the USSR, it might not be necessary
to show a country heading. When writing the subject on a card or document,
it is often best to write in pencil rather than pen, because as the file
develops and as research needs change, sections of the file might have to
be given new headings. It is then easier to change headings written in
pencil.

    2.   Source

        It is important that source citations be complete for two purposes:
(a) so the original document can be recovered if necessary, and (b) so the
citation can be copied directly for use in the bibliography of reports with-
out the necessity of editing. This means that source citations should

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follow office standards. In the early days of CIA, few CIA finished reports showed sources, and as a result many note cards and documents filed at that time may have incomplete sourcing, or no source at all, which at times causes problems. CIA standards for citation of sources are shown below. Additions and modifications under ORR regulations are shown in CIA, ORR, CIA/RR RA-8, 31 Aug. 1956, The Writing of Reports, pp. 103-123, S. Practice varies among analysts on how much information to give in describing the original source of a document. For example, if a note is being taken from a trip report, it might help in evaluating the content if the source citation also indicates whether the traveler was an Army attache, a PW ex-farmer, an American housewife, or a scientist specializing in the field on which he was reporting.

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CIA STANDARDS FOR CITATION OF SOURCES
(CIA, OCD, CIA/CD/17, Feb 55, How to Document Intelligence Reports, C)

I. Citation of Documents

1. Country producing document (but omit US)
2. Agency or office originating document abbreviated (CIA, JIB)
3. Subdivision or part of agency or office (such as OSI, 6004 AISS); followed by period
4. Document serial number (number assigned by items 2 and 3)
5. Document date (such as 22 Jan 54)
6. Document title (underlined)
7. Page numbers used for reference (shown only if document has 4 pages or more)
8. Date of information (such as: info 1 Jul 53)
9. CIA or originating agency control number (such as: CIA D20228, or AF #1738621)
10. IR Firm number or ICF card number (used only if useful to report)
11. Classification (such as: S, C, OFF USE, C/NOFORN, S/CIA ONLY); followed followed by period .

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12. Evaluation
13. Statement of whether document is a translation of another item, or is an enclosure, such as: (tr of Neuka i zhizn, v. 6, no 5, 1956, U);this item placed in parentheses; if item shown an author, name is not inverted.

II. Citation of Articles in Official Publications

1. Country producing document (but omit US)
2. Agency or office originating document
3. Subdivision or part of agency or office; followed by period
4. Title of article, in quotes
5. Name of author, not inverted (such as: by G.G. Strollo)
6. Title of periodical, underlined
7. Volume, number and date
8. Pages
9. Classification

III. Citation of Articles in Open Periodicals

1. Name of author, inverted; followed by period
2. Title of article, in quotes
3. Title of periodical, underlined
4. Volume, number and date
5. Pages
6. Classification

C-O-N-F-I-D-E-N-T-I-A-L

IV. Books, Pamphlets and Monographs

1. Name of author, inverted; followed by period
2. Title, underlined (followed by translation of title, in parentheses)
3. Edition (such as: 2nd Edition)
4. City of publication, followed by comma
5. Publisher
6. Year of publication
7. Volume number
8. Pages
9. Information date (if appropriate)
10. Location symbol (library where book can be obtained) and library call number
11. Classification
12. Evaluation (by analyst)
13. Explanatory notes

V. Airgrams or Telegrams (Cables)

1. Country producing cable (but omit US; this does not mean country in which cable originates)
2. Agency or office producing cables
3. Subdivision or part of agency or office. Examples: Army, London; Army (outgoing to Paris). Followed by period
4. Cable serial number. Examples: Army, Moscow. DA 962835; Navy, Cairo. DTG 261105Z
5. Cable date
6. Cable title (used only if cable is a serial, such as: WEEKA 40 ECON); not underlined
7. Classification

VI. For Photographs

1. Country producing photo (but omit US)
2. Agency or office producing photo
3. Subdivision or part of agency or office; followed by period
4. Photo serial number (such as: Photo 876652)
5. Photo date
6. Classification

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3. Classification

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Each note or clipping from a document should show the class-
ification of the source, including all limitations such as: NOFORN, [   ]
[   ] CIA Internal Use Only, or Background Use Only. These limitations
must be included with the classification in the list of sources of a report,
since they help the office staff determine whether a report can be released
to agencies outside CIA. The limitations are also helpful when the analyst
is gathering information from his files to answer special requests for
information received through channels from friendly foreign intelligence
services.

Notes taken from Top Secret documents require special handling.
However, most documents with this classification are policy or planning
papers and are usually not sources of intelligence information. If they
should contain information not available directly in any other source, it
can occasionally be lowered in classification if the original source of it
is believed not to be Top Secret. This point should be checked with the
security officer.

4. Document Evaluations

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If an evaluation [   ] is included on
a document or a portion of it, this evaluation should be included in the
source citation, since it must be included with citations in published

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reports. Documents produced by [   ] and OCR/LCD do not include such
evaluations, and the documents state, "This is unevaluated information."

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CS, Army, Navy, and Air Force reports usually include evaluations.

The letter in an evaluation rates the reliability of the source,
and ranges from [   ]   25X1

[   ]   25X1

Whatever the evaluation of a document, the analyst must still reach
an independent judgment on the truthfulness of the information. For example,
most trip reports made by attaches are evaluated [   ] It is, however, relatively   25X1
easy to find incorrect, incomplete, and misleading information in many of
these reports. Similarly, if a document is published with an evaluation of
25X1 [   ] it is possible that at least some of the information may be truthful.
One reason for these differences between content and evaluation is that few of
the evaluators of documents are subject specialists and they seldom
have available the mass of files and other source materials which the
specialist analyst has available to determine the truth or falsity of in-
telligence information.

In many cases, evaluations of [   ] are roughly similar,   25X1
particularly in that the evaluator is often not certain whether or not the
information is true. Most PW interrogations were automatically given ratings
25X1 [   ] for this reason. Some documents with these evaluations may, in
25X1 fact, be evaluated [   ] by the specialist. For this reason, it would
seldom be sensible for an analyst to request an Intellofax run limited only to

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documents with evaluations ranging from ⬚ (such requests are

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occasionally made by analysts).

5. The Text

In taking notes on texts it is seldom if ever necessary to use
quotation marks, since the entire note is usually a quotation. However, if
the analyst adds his own comments he should be sure to label them as such
or enclose them in brackets. If the beginning of paragraphs are indented,
it is not necessary to double space between paragraphs. When typing on
both sides of a card, it is best to type on the back side in such a way
that, in reading the card it is necessary only to lift the bottom of the
card to see the continuation. If this procedure is followed, two or more
cards can be fastened together at the top with a strip of scotch tape,
and the entire card can be read without having to turn it upside-down.

Some branches use printed forms for note taking. The forms
are unclassified unless filled in. They have a space for each essential
item in a source citation and also indicate where country and subject
headings are to be placed. The analyst may consider having dittoed or
printed forms for certain types of data collection, particularly that
which follows a consistent pattern. For example, if a project includes
the collection of biographic data on 100 leading researchers in a field,
considerable assembly time would be saved by dittoing 100 or more forms,
with blanks for each important item of biographic information. In this

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way the analyst would be sure to collect the same type of information on
each individual and would be able to determine quickly what was missing.
If the analyst gets a large account of information from the FDD Summaries
for his 5" x 8" card file, he might consider having the source citation
for each issue dittoed on the necessary number of 5" x 8" cards or paper,
so that items can be clipped and pasted on the cards without having to
repeat the source. Even if he gets only 20 to 25 cards out of one
Summary, it takes much less time for the branch secretary to run off that
many cards with the full citation than it does to write it 20 or 25 times
by hand or to type it.

One of the major problems in note taking, whether in the office or
in the Library of Congress, is how to achieve maximum coverage and accuracy
with a minimum expenditure of time. In some fields, particularly political
intelligence, it may be possible to abstract or gist. Thus, a lengthy
interview with Borguiba on Nasser might be gisted into a one sentence
statement: "Borguiba hates Nasser." Abstracting consists of condensing
a body of information with the least possible loss of meaning and accuracy.
In most cases, however, abstracting results in a change of meaning, however
slight. In addition, some facts which might be of considerable significance
later on usually are omitted. Theoretically, the analyst might go back
to the original source to see if any important facts were omitted in an
abstract, but in practice there is seldom time to make such a check.

Furthermore, the analyst usually feels that he has taken all that was valuable from the item and therefore rarely goes back to the original text unless some statement in it becomes critical or controversial.

In most areas of economic and scientific intelligence it is important to take notes of facts, and frequently it is important to write the statements word for word because of shades of meaning which may later have an effect on the interpretation of the statements. For example, a source may give a detailed statement of the type of object which he saw on a railroad car and conclude that it was a guided missile. If the analyst simply made the note that the source saw a guided missile, the item might be valueless. But later information from another source, when taken in connection with the accurate description, might indicate that the item is something entirely new.

It is usually preferable, therefore, to extract rather than to abstract. Extracting is the quoting of entire phrases, sentences, and paragraphs, with little or no condensation. Even this selection might, of course, cause a loss of part of the context. One means of reducing loss of context is to make carbon copies or reproductions of larger sections and to file a copy of the entire item in each part of the file to which it refers rather than to type a separate note on each section of the item. Clipping documents or reproducing copies (either thermofaxing or photostating) for filing in either card or document files is a form of extracting. The clipped portions have the advantage of being accurate.

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Normally, a note taken on a portion of text should always answer the questions which newspaper reporters try to answer: Who, what, when, where, why, how, and significance? Occasionally, however, the source may not answer all these questions--a Soviet radio broadcast on the explosion of an atomic bomb may not answer where or when; this information may have to come from the atomic explosion detection system, or from other sources.

When note taking involves copying of numbers the analyst should always check the copied numbers with the source. The Bureau of Census found that trained tabulators had a rate of error of about one percent; the analyst is apt to have a higher rate of error. Unfortunately, when the analyst is working on a project and takes notes from his files, he generally does not know which of the figures he has copied incorrectly, and so they must all be suspect. The types of errors which occur in copying numbers are many: inversion of digits, writing 35 as 53; omitting a digit, writing 4567 as 467; adding a digit, writing 4567 as 45567; and writing a digit incorrectly, writing 465 as 435. When writing numbers in the millions the possibility of error is increased because of the greater number of digits; one incorrect digit in a 7 digit number will make the entire number incorrect. However, usually the last 3 or 4 digits have little or no significance to the analyst, so that an error in them is not vital. The experienced analyst may be able to spot some errors in numbers because

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of his acquaintance with general magnitudes. The population analyst would know, for example, that a figure for the population of Moscow should be in the magnitude of 4 to 5 million, and that any figure above or below that amount is incorrect.

In his choice of information to be noted for his files the analyst is usually looking primarily for facts. The new analyst may be interested in taking notes also on interpretations and opinions. Whether selecting facts or interpretations the analyst must take pains to be objective. This means that he should file facts and interpretations opposed to his own positions, theories, or interpretations. On some subjects he should probably also file possibly unreliable information, which might be evaluated C-3 or D-4, since other information may prove it to be true.*

D. Use of Maps and Graphs for Assembling Data

Graphic materials may be sources of intelligence information and may be collected by the analyst for his files. In addition, certain types of intelligence information can be collected directly on maps or graphs rather than first being reduced to notes. This procedure has the additional advantage of performing one of the steps in the analytical process.

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when the Germans were advancing toward the Caucasus, the Soviets floated railroad tank cars from Baku across the Caspian sea to Krasnovodsk to maintain the flow of POL to its armies. This report was at first regarded as untrue. However, on later reflection it was realized that a railroad tank car (minus its wheels), when loaded with petroleum (which has a specific gravity about 80 percent of fresh water) would easily float. 25X1
25X1
the Soviets used this means to evacuate tank cars caught in the Transcaucasus area by the advance of the Germans.

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1. Use of Maps

Many types of information can be located on a map, including location, quantity, quality, or other characteristics of items which can be pinned to specific points or areas on a map. For example, an analyst might be trying to determine the location of all research activities being carried on in a particular field. As he finds out about a new location, he might plot it on a map, showing the name of the institute. If the map is sufficiently large the source of information could be written below the name. Large maps are difficult to handle and file, however, and for many purposes smaller size maps are better. In this case, a number could be written beside the name of the institute, and on the reverse of the map the source could be written beside the same number.

CIA Map Library has available a wide selection of maps suitable for use in plotting information of this type. For example, NIS base maps are available for each country. In some cases the analyst can increase the usefulness of information he plots if he chooses a map which shows closely related information. For instance, if the analyst were plotting the location of Soviet forestry institutions and training schools, the value of the plotting would be increased if he obtained from Map Library a map showing the distribution of forests in the USSR. A map on which was being plotted the location of all mines or quarries of a particular type would have greater value if it showed related information such as railroad lines,

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waterways, and roads that would be used to haul the material to consuming points.

After information has been placed on a map and analyzed, and conclusions drawn therefrom, the analyst may decide to have the map included with his report. As indicated in Part B and G of this text, it is important that this decision be made and the data be sent to Cartography as soon as possible after beginning work on a report so that printing of the map will be completed in time for the map to be included with the finished report.

    2.   Use of Graphs

The analyst can take notes on statistics included in books and documents, in tables, on graphs in publications, or in captions of photographs. He may be able to eliminate this step, however, if statistics which are given for a number of years are plotted directly on graph paper and the graph is then filed in the card or document file. In this case, when the analyst plots statistics on a graph he should also write the figures themselves beside each dot on the graph. Sources can be indicated beside the figures or on the opposite side of the page. From the material he plots the analyst will be able to see levels and trends. He will also be able to fill in gaps as additional information is received. Should this graph be a vital part of a research project, he should also consider sending it to Cartography for production of a graph to be included as a part of the finished report.

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V.   The Role of Field Trips

In certain subject fields the analyst may be able to gather a
considerable amount of valuable background information through a field
trip to plants, laboratories, or other facilities with which his specialized
subject deals. In some subjects there is no substitute for the information
the analyst obtains by observing facilities, methods, and processes and
by talking with individuals familiar with them. This is particularly
valuable for the analyst who works on a subject field with which he is
not well acquainted. It may be of value even for the analyst who has
worked in a particular field before becoming an intelligence analyst
on the same subject. With the new viewpoint and newly focussed interest
which he develops as an intelligence analyst, he approaches familiar
facilities and processes with new eyes. As an example, an analyst who
worked on US railroad train crews found, after several years of research
on Bloc railroads, that he noticed many features about railroads and

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railroad operations which he had not noted when he worked for the railroads.

25X1
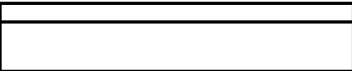
This experience will open his eyes to some of the
problems of the US attache, who is usually not a specialist in any one
field, and who must observe and report on many different subjects during his

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trip. It will often have a profound effect on the type of requirements

the analyst writes for individuals who will be collecting intelligence

information through travel.

Proposals for field trips must normally be written in the form

of a memo, giving purpose, justification, itinerary and dates, and

estimated cost. All CIA-sponsored trips in the US are cleared by the

administrative offices through [   ] The [   ] 25X1A
                                                                          25X1A

has jurisdiction over CIA activities in the US outside the Washington

area, makes formal arrangements for visits of facilities, and arranges

25X1A   for [   ] to accompany the analyst. In OSI, trip requests

go through the branch and division chief to the Liaison Officer, Adminis-

trative Branch. This includes requests for visiting facilities, visiting

individuals, and attending meetings.

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