

16 MAY 1966

MEMORANDUM FOR: Director of Personnel

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ATTENTION [REDACTED]

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As you know, [REDACTED] is the DD/S candidate for the Paperwork Management Award. The attached papers may be of some use to you. I talked with [REDACTED] about the nomination and asked him to prepare some data on the Agency Records Management Program for your use.

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Att [REDACTED]

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Staff, supervising specialists in the administration of records material, including vital records, reports, forms, correspondence, and filing systems and equipment.

ACCOMPLISHMENT

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Through [redacted] professional competence, authoritative counsel, and inspiring leadership, CIA has developed an effective, decentralized records system with special programs to meet each major component's unique security requirements. This has been accomplished within good Paperwork Management principles but has frequently required unorthodox systems and procedures. In most of these programs the standards, guides, and precedents applicable to normal government operations cannot be used to manage CIA records.

CIA records are among the most complex to be found anywhere. The diversity of types--photographs, films, recordings, and maps, in addition to the usual books, documents, and correspondence--compounded with the myriad of special and sensitive security indicators and the strict necessity for compartmentation on a need-to-know basis, produce unique problems. CIA's Paperwork Management problems resemble in many ways a combination of those to be found in a large university, a business firm with extensive research facilities and overseas operations, and a metropolitan newspaper with inflexible deadlines.

SCOPE OF ACCOMPLISHMENT

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In addition to developing an Agency-wide records system, encompassing Headquarters [redacted] and overseas programs [redacted] has initiated, coordinated, and furnished the technical leadership in establishment of uniform standards and procedures for the retention and disposal of intelligence materials throughout the entire Intelligence Community.

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He was commended by the Honorable McGeorge Bundy, Special Assistant to the President for National Security Affairs, for his able and efficient direction of the Records Management services rendered to the National Security Council. He developed a Vital Materials Program which has become a model for other agencies and led to a request from the Assistant Archivist of the United States to have [redacted] present his program to all Government departments and agencies through a number of Vital Records Workshops. In addition, other agencies with unusually difficult security problems have drawn on the successful experience of [redacted] to improve their Paperwork Management systems and operation of their Records Centers.

RESULTS

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As a result of [] action in promoting the development of flexible and realistic records management standards and programs, the Agency has been able to cope successfully with a tremendous increase in volume of communications, documents, films, and photographs resulting from the accelerated tempo of cold and hot war activities. In addition, he has initiated aggressive programs to meet the new Paperwork Management requirements of expanding electronic data processing operations. Through the ready availability of records and the streamlining of methods and procedures, emergency requests in support of current operations are invariably filled expeditiously by the Agency Records Center.

By the development of a model Vital Records Program guaranteeing the current selection, protection, and availability of essential records, the successful continuation of intelligence support to the President is assured in time of enemy attack or natural disaster.

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In addition to the important savings to CIA in man-hours, equipment, supplies, and space that have resulted from [] efforts, significant savings have also been achieved throughout the Intelligence Community through his program to eliminate retired records in all intelligence agencies where they duplicate those of the originating agency.

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