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Chapter III

Consolidation Programs, 1953-1957

The Office of Collection and Dissemination was established for the purpose of providing central collection, dissemination, and reference facilities. ^{for CIA} As late as 1953, however, this concept of OCD was not fully accepted. Lip service was paid to the value of the idea, but ^{getting} only inter-office agreement and financial support were different to get those things done which were unacceptable to others either matters, because they had no money for them, or the tasks were too menial.

OCD had to prove itself ~~(or perish)~~. It had to participate in the perennial skirmishes between those favoring centralization and those opposed to it. Factors beyond OCD's control sometimes mitigated against centralization; as an instance, security prevented amalgamation of OCD files (with Special Intelligence). ^{CIA} Some research offices did their own collecting and disseminating, and maintained their own specialized libraries (over and above analysts' files) such as Map Library in ORR, FDD in OO, ^{and later} ~~NPIC and~~ (OCI).¹ OCD set about to improve and consolidate its position as the Agency's central memory and reference service system.

^{To a} Considerable extent ^{control} of the earlier inherited files had been achieved by OCD. The pressure was on to master the handling of more current

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* The Working Group was to review and evaluate present facilities and methodologies of and develop a program of system analysis for the improvement of information handling systems. Effort was devoted to studying OCD.

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1. ~~(at)~~ Working Group on Information Handling

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On 14 December 1954 the Assistant to DDI ([redacted])

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[redacted] convened a Working Group on Information Handling consisting of representatives from OSI, OO, OCI, OCD and ORR, with the ^{later} ORR representative as Chairman. In its final report, 26 May 1955, ¹² the Working Group recommended to the DDI that a) system analysis be maintained in the research offices in the field of research principles and methodologies as they affect information-handling systems; b) a program of system analysis be formalized on the comprehensiveness of the Agency information system and the AD/CD administer this; c) system analysis ^{function} be more formalized in the field of precision of indexing and recall with the AD/CD assuming responsibility; and d) the Management Staff be requested to make a spot check of some portion of the research area for efficiency in routing documents.

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2. ~~(at)~~ Clark Committee

OCD was studied by and had to prepare extensive reports for the Clark Committee's Report on "Intelligence Activities," undertaken for ^{second U.S.} and published by the ^A Hoover Commission on Organization of the Executive Branch of Government in June 1955. ^(Known as the Hoover Commission)

The Inspector General of CIA conducted a thorough survey of OCR in 1956. The DDI reported to the DCI on 14 June 1956 that the IG survey "has shown that the Agency's central reference system is being efficiently and effectively administered by OCR". ¹³ Included among the general conclusions ^{of the IG} were the following:

3. ~~(at)~~ Inspector General's 1956 Survey

The Clark Committee Report appeared in a classified version and in ^{an} unclassified version, part of the latter being available to the public through the Government Printing Office. The Hoover Commission was established to report to Congress.

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a) OCR did not have enough manpower to handle the workload; b) it was virtually impossible for OCR to determine which functions were "marginal" and could therefore be cut, without the customer acceding to such a cut; c) the OCR staff was inadequately compensated in comparison to the other offices, and d) the working conditions for OCR were deplorable.

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(FEB), and offered ^{for central receipt and distribution of publications} some of its functions and qualified personnel to ^{received through its Foreign Service channels} CIA. Selected FFB ^{from FDD and the CIA Library} personnel plus additional CIA personnel ^A con- were offered stituted the newly organized Foreign (later Acquisitions) Branch of the CIA Library. ³ (For further details, see Chapter V.)

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after considerable inter-agency consultation and committee work
were realized in September 1956. One was the adoption, except by the Intelligence Community,
State Department, of a uniform subject and area indexing system, the

on one card. Six months later full-scale microfilming of all reports prepared by IAC Agencies and selected enclosures ^{received by OCD} was achieved ^{by} OCD. *This processing refinement improved the availability of unique documents.*

Two additional objectives that OCD had been pursuing for years, in order to ^{participate} [have] in [fact] a community-wide document processing system,

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1. (S) Security Classification for Documents

the scope and variety of operations. ~~For example,~~ OCD's Executive

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officer was named CIA Classification Control Officer in addition to his

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(Indent 3 spaces) 3. ~~(S)~~ Bureau of Customs

in April 1955

The AD/CD proposed and received approval for OCD to take over

from the Office of Operations (OO) fiscal support and monitoring of a sensitive

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project with the [redacted] CIA support resulted in the

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provision by [redacted] or other specific Sovbloc material

required. The CIA Librarian was appointed project monitor in April

1955; the Chief, Graphics Register was designated in July 1957 sole

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contact point with [redacted], vice CIA Librarian. 11

4. ~~(S)~~ Branch Libraries

The CIA Library established several branch libraries during this

(1953)

period, including one for the Medical Office and one for the Office of

, 1954,

Scientific Intelligence (OSI) in response to the specialized needs of

those offices; the Office of Training Library was transferred, with its

personnel, to the CIA Library in November 1957. (For further details,

see Chapter VII.)

← D Participation in Special Surveys

self-initiated

OCD participated in many surveys either of its own operations, or

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Chapter 10
Footnote
created 9 Jan '99

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~~The basis for the establishment of CIA was that it would be the central intelligence agency of the U.S. Government. The basis for the establishment of one CIA component, OCD, was that it would offer central collection, dissemination and reference facilities. As late as 1953, these concepts of OCD were not fully accepted by either the Intelligence Community or CIA itself. Lip service was paid to the value of the idea, but only to get those things done which were unacceptable to others either because they had no money for them, or the tasks were too menial. OCD had to prove itself or perish. It had to participate in the perennial skirmishes between those favoring centralization and those opposing it. Factors beyond OCD's control sometimes mitigated against centralization; for example, security prevented amalgamation of OCD files (with Special Intelligence). Some research offices did their own collecting, disseminating, and maintaining their own specialized libraries (over and above analysts' files) such as Map Library in ORR, FDD in OO, NPIC, and OCI. OCD set about to improve and consolidate its position as the Agency's central memory and reference service system.~~

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Chapter III. Consolidation Programs, 1953 - 1957

*Not clear
Insert
Within CIA
Research*

Even after the efforts of the establishment and organization of the Central Intelligence Agency, including one of its components, OCD offering central reference services, neither could claim by 1953 that the "central" concept was an accepted fact. It did not encompass all-inclusiveness. It could not, bucking the perennial conflict between centralization and decentralization was a process requiring the best, most alert talent, with success never guaranteed. Other considerations than sheer volume, such as security for example, precluded certain operational material from OCD files. Specialized research offices did some of their own collecting, disseminating and maintaining their analysts' files or even libraries, - such as Map Library in ORR, NPIC, OCI, and FDD in OO. OCD set about to consolidate and improve its position as the Agency's central memory and reference service system.

Control of the earlier inherited files had been achieved by OCD, The pressure was on to master the handling of more current information; ~~fantastic~~ *dissemination* new mechanical collection devices were being invented and put to work. OCD had to gear up to meet the challenges in various ways. It continued to stress that centralization of most of collection, coordination and dissemination activities was not only ~~more~~ economical but also ~~more~~ practical.

~~Section~~ 1. Organizational Changes

Concern by ORR, OSI, OO and the ~~Clandestine Service~~ *Clandestine Service* about the lack of sufficient data regarding [redacted]

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OCR to determine which functions were "marginal" and could therefore be cut, without the customer acceding to such a cut; c) the OCR staff was inadequately compensated in comparison to the other offices, and d) the working conditions for OCR were deplorable.

It is important to remember these conclusions and the comment of the DDI in view of ~~subsequent~~ events that ~~occurred~~ *followed* within the next few months.

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National Security Council Intelligence Directive (NSCID) no. 16, approved March 1953, stated "The Director of Central Intelligence Agency shall ensure the coordination of the procurement of foreign language publications for intelligence purposes." Later in July 1953, as a result of State Department budget

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Chapter V.)

An intra-CIA advisory group with 25X1A [redacted] OCD, as project officer, studied information on foreign radio frequency usage and radio station operations to establish indexing criteria for this specialized type of information. NSC Action no. 169 assigned this mission to CIA and to accomplish it, a Radio Stations Branch was established in SR, April 1954.

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AD/CD proposed in July, 1954 to the DCI that the name Office of Collection and Dissemination be changed to Office of Central Reference (OCR), more truly descriptive of its actual functions. The name change went into effect in August 1955.

In 1956 ~~was another year of~~ major cut-backs and reorganizations due chiefly to top CIA management ~~decision~~ to reduce manpower to fit the size of the proposed new building approved by Congress. AD/CR presented a paper to DDI, 11 July



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1956, in which he described the problems ^{involved in} facing up to determining what would be the "marginal functions" that OCR could possibly cut. He suggested that, before OCR could make final recommendations, it needed to know more about the total nature of the circumstances which might lead to a sharp cut in manpower. One of the projects that did fall victim to this exercise was the Press Clipping Service, CIA Library, in continuous operation since 1948 and closed out ^{on} effective 14 September 1956. Another change, much broader in scope and purpose, was ^{the} to create ⁱⁿ in November of a ~~new~~ Document Division to centralize and facilitate the processing of intelligence documents in one place. The dissemination function from the Liaison Division and the Intellofax indexing functions from the CIA Library were combined to create the new Division with [REDACTED] as the Chief.

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2. Systems Improvements

One of the early ambitions of OCD in the operation of its Intellofax System was to have the ^{capability to} equipment and be able to arrange the intelligence document flow so as to enable documents to be microfilmed at the beginning of the processing line. By April 1953 microfilming ^{OCD began} of single copy documents only ^{documents} had begun; OCD was

^{not} authorized later to do all its own microfilm processing, ^{including functions previously performed} Thus the Machine Division ^{by the} was able early in 1954 to inaugurate the use of Filmsort aperture cards containing ^{Printing Services}

16 mm. microfilm strips for storing up to 8 pages of a document on one card. Six months later full-scale microfilming of all ^{prepared by IAC agencies} reports and selected enclosures was achieved by OCD. ⁸ ~~IAC until 1958, then 1959~~

Two additional objectives that OCD had been pursuing for years, in order to have a ^{in fact a} truly intelligence community-wide document processing system were realized in September 1956. ^{the} One was adoption (except by the State Department) of a uniform subject and area indexing system, the Intelligence Subject

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developed first by OCD and expanded with the cooperation of the Department of Defense; the second was ^{the} adoption of a common control numbering system for each of the IAC document processing programs. (For further details, see Chapter VI).

Another facet of information processing pioneered by OCD in the intelligence community was research in the possibility of developing aⁿ automatic indexing and translating machine, particularly for the translation of the rapidly growing scientific and technical literature of the USSR. CIA first began discussions

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with technicians in this field in 1952. By 1956 OCR had received approval to provide funds to the [redacted] Mechanical Translation Project for research and experimentation. Funds were also provided by the [redacted]

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[redacted] The annual support by OCR ^{for} to this project was terminated in FY1963 and plans were made to participate, instead, in joint research efforts with the Department of Defense and the [redacted]

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3. Special Services

During this period of consolidation of effort, OCD performed many additional services of which but a selected few are described to indicate the scope and variety of operations. For example, a ^{OCD'S} responsibility the Executive, ^{Officer} ~~CD~~, had ~~was~~ assigned to him in addition to his regular duties, ^{name} was that of CIA Classification Control Officer. In this capacity he had to establish a network of classification

~~ing one~~. This group had to ILLEGIB

ges, including top secret.

~~itted~~. OCR has had an ^{intensively} along, since it has had central Top Secret Control Section.

The Security Office and the General Counsel were consultants to any major changes in security classification procedures. ¹⁰

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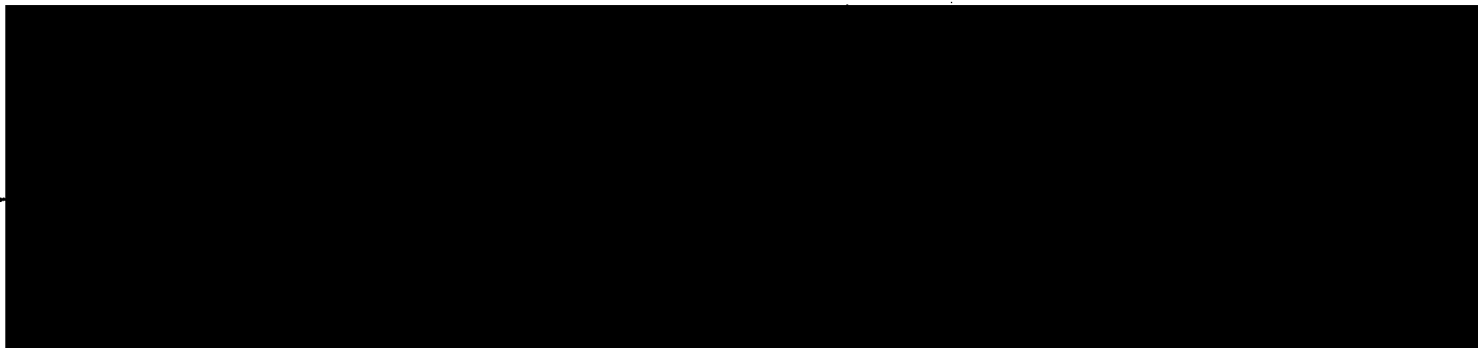
After the establishment of the Cable Branch, Liaison Division, in March 1951, ^{and} the Branch took on many other new responsibilities, ^{such as} including becoming the central CIA point for handling State S/S cables; special cable service for the DCI and the DDI; and ^{the amount of} procuring background material referred to in special cables. Another assignment to Liaison Division was to coordinate and make the necessary administrative arrangements for the briefing of outgoing military attaches. This was ~~at~~ the beginning of a series of ^{related assignments} discussions which ^{the issuance of} finally culminated in an Agency regulation in 1963 on the whole CIA briefing and debriefing program, (For ~~ILLEGIB~~ further details, see Chapter IX.) ^{in which the Dir is involved}

^{the} AD/CD proposed and received approval for OCD to take over from ~~DOJ~~ ^{major}

fiscal support and monitoring of ~~ILLEGIB~~ support resulted in the provision ~~ILLEGIB~~ material required. ^{The} CIA Librarian was appointed project monitor in April, 1955; ^{was} the Chief Graphics Register ^{25X1C} designated in July, 1957, sole contact point with ~~ILLEGIB~~ vice CIA Librarian.

The CIA Library established ^{several} branch libraries for the Medical Office in March, 1953 and one for ^{and the Office of Scientific Intelligence} (OSI) in ~~November 1954~~ in response to the specialized needs of those offices; ^{was} The Office of Training Library was transferred, with its personnel, to the CIA Library in November 1957 ^{is during this period, including one} in order to make this library a part of the Agency's ~~over all library facilities.~~ (For further details, see Chapter VII).

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4. Participation in Special Surveys

OCR ~~has~~ participated in many surveys either of its own operations or as part of an Agency program. In February 1953, 140 of its personnel were interviewed by the Office of Training for its Human Resources Program "as a basic supervisory training program to assist members of the Agency with management responsibilities to make the best and fullest use of the individuals under their supervision. " ^{did} _A ~~was~~ studied and had to prepare extensive reports for the ~~public~~ ^{on} ~~version of~~ the Clark Committee's Report "Intelligence Activities", ~~which included~~ ^{on} ~~recommendations on intelligence libraries.~~ _A ^{undertaken for and} ~~It was~~ published in June 1955 by the Hoover Commission on Organization of the Executive Branch of Government. The same year the Assistant to the DDI (Planning) convened an internal Working Group on Information Handling which studied OCR, - also represented on the Group.

Waiting for info from [unclear]

The Inspector General of CIA conducted a thorough survey of OCR ^{DDI to the DCI on 14 June 1956} _A ^{IG} _A in 1956. ^A ~~The~~ _A reported that the survey "has shown that the Agency's central reference system is being efficiently and effectively administered by OCR." ¹³ Included among the general conclusions were the following: 1) OCR did not have enough manpower to handle the work-load; 2) it was virtually impossible for OCR to determine which functions were "marginal" and could therefore be cut, without the customer acceding to such a cut; 3) the OCR staff was inadequately compensated in comparison to the other offices; and 4) the working conditions for OCR were deplorable.

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