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The mid-1950's were a quiet period for OCD (OCR after 1955). No major organizational changes occurred until the Document Division (DD) was formed in November 1956. Top-level personnel also remained much the same. Systems established during the formative years were now working fairly smoothly, though refinements were constantly being made.

1954

In January Machine Division (MD) began to use Filmsort aperture cards for storing documents on 16mm microfilm in the Intellofax System. In April a Radio Stations Branch (RSB) was established in Special Register (SR), in accordance with the recently promulgated NSC 169, to process and evaluate information on foreign radio frequency usage and on radio station operations. By September OCD had achieved full-scale microfilm coverage of all IAC information reports and selected enclosures.

The only personnel change in a span of nearly 4 years occurred in September: [redacted] Chief of MD and the man directly responsible for the development of labor-saving equipment for the central reference facilities since 1947, resigned to join [redacted] former Assistant Chief of SR, was named Acting Chief, MD, after [redacted] departure.

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In November [redacted] members of the Task Force on Intelligence ~~Organizations~~ Activities ~~(Clark Committee, after its Chairman, Gen. Mark Clark,)~~ of the Hoover Commission on the Organization of the Executive Branch spent several days reviewing OCD operations as ~~part of the~~

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part of their survey of CIA. OCD collected a great deal of briefing material for the (Task Force, known as the) Clark Committee, after its Chairman, Gen. Mark Clark.

As of 1 July, according to this briefing material, OCD had 752 persons on board out of an authorized T/O of 830. By November the number on board had dropped to 734--344 clerical and 390 professional--primarily because of regular turnover and the difficulty of recruiting qualified replacements.

Working Group on Information Handling

In a 14 December memorandum to the Assistant Directors of OCD, ORR, OSI, OO and OCI, [redacted] then Assistant to the DDI (Planning) established a Working Group on Information Handling, naming [redacted] of ORR as Chairman. Other addressees each appointed a representative, and in some cases an alternate. OCD's representative was [redacted] the Executive; John Vance of the Library was OCD alternate.

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The December memorandum broadly directed the Working Group to review and evaluate existing facilities and methodologies of information handling and to develop a program of system analysis for future improvements. The Group was to consider the problem in full recognition of the "new and highly potent possibilities for the handling of mass data" that had been made practical by recent developments in electronic technology. It was not, however, to consider the problems of machine technology. At its early meetings the Group decided the study would be directed principally at information-processing centers, best exemplified

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by the existing library system and its related services as maintained by OCD.

25X1A9a [redacted] subsequently met with the Group and fixed its specific objectives as follows:

1. To identify the valid deficiencies of the existing system as seen from the points of view of the research offices;
2. To identify valid deficiencies in research methodology that might exist in these offices;
3. To suggest ways to alleviate these deficiencies.

He emphasized that one of the purposes of the survey should be to strengthen the working relationships between the researcher and the supporting service components.

The Working Group made an exhaustive survey of available facilities and existing deficiencies and in its final report in May 1955 recommended to the DDI:

1. That a program of system analysis be maintained in the research offices in research principles and methodologies as they affected information-handling systems; that the DDI designate one research office to provide the chairman of a standing group to monitor this program and instruct the other research offices and OCD to designate members; and that this standing group should give first priority to the matter of division of labor between research analyst and information specialist.
2. That a program of system analysis be formalized on the comprehensiveness of the Agency information system; that the DDI instruct the AD/CD to administer this program, by continuation of existing procedures or development of new

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procedures as might be necessary, and initially to determine, by agreement with other operating officials, the extent of participation of their offices; and that the goals of this program should include (a) analysis both of those elements within OCD and of elements under other DDI operating officials; (b) continuing review of ~~ex~~ existing policies as to inclusiveness in collections and in the central index; and (c) evaluation of proposed additions in terms of cost and of value to the Agency.

3. That a more formal program of system analysis function in precision of indexing and recall; that the DDI instruct the AD/CD to assume responsibility for and administer this program; and that this program should explore multilevel classification systems and determine their applicability to the needs of the Agency.

4. That approximately once a year the DDI request Management Staff to make a spot check of some part of the research area for efficiency in routing of documents.

1955

~~Most of~~ OCD's ~~few~~ noteworthy activities in 1955 were few, ~~related to the operations of the CIA Library.~~ In January the Intelligence Subject Code (ISC) was released to SHAPE, at the suggestion of the Army Department, for adoption as a collating system for handling its intelligence materials. In that same month, the CIA Librarian, [redacted], was designated CIA representative on the Interdepartmental Committee on International Exchange of Publications, at the request of the

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Secretary of Commerce.

In April the AD/CD proposed to the Project Review Committee, with the approval of the DDI and the concurrence of the AD/OO, that OCD take over from OO fiscal support and monitoring of a project with the US Bureau of Customs. This project provided for procurement of foreign language materials, particularly films, through Customs' channels at the Port of New York, at an annual cost to CIA of $25,000. The CIA Librarian was appointed project monitor. (In July 1957 the Chief of Graphics Register replaced the Librarian as ~~project~~ sole CIA contact with Customs.)

Minicard

In a 25 April memorandum to the Project Review Committee OCD proposed

> To conduct in OCD an early and large-scale test of a family of data handling equipment known as Minicard, which is believed capable of substantially improving CIA's Intellofax System as a principal instrument in support of intelligence research. Minicard promises to contribute improved means for collation of intelligence data, greater speed and flexibility in the conduct of document searches, and economies in operation, notably spacewise.

The reason for this proposal was that since its inception the storage and retrieval capability of the Intellofax System had been increasingly strained by the flow of information until by 1955 storage, retrieval and cost problems were considered urgent. The increased growth of the file had been accomplished by multiplication of IBM equipment rentals, storage units and personnel. Analysts' requests at that time for total searches of the 7-year file amounted to 60 percent of the requests received. Compliance

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with those requests in categories numbering tens of thousands of cards lengthened search time, multiplied overlap problems and overloaded requesters with insufficiently refined answers. The possibilities of additional space and personnel ceased, and the alternative to an improved system was reduction in range, speed and quality of Intellofax service.

25X1A5a1 Minicard, ~~was~~ a system being developed by the [redacted]

25X1A5a1 [redacted] under a contract with the Air Force, held prospects of being the improved system needed in OCD. It was said to combine discrete item control, multiple access, flexibility of electronic searching techniques, and inviolate film storage. It could combine coded information and document images that were handled separately by Intellofax. It could ease the critical storage problems with cards and hard-copy documents. Much faster retrieval rate was expected. In addition, it was anticipated that Minicard would "hasten and expand adoption of common data handling procedures throughout the intelligence community." Cost reductions would be substantial if other agencies used Minicard and exchanged Minicards after processing on a common basis; savings in machine rentals would be substantial; the major economy would be space.

Anticipated results then were for (a) a community program for comprehensive one-time processing; (b) common community storage and retrieval using a common code, identical equipment and procedures, and inviolate code record and document storage; (c) improved reference service, particularly

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with retrieval according to subject associations, prompt access (50-75 percent faster), and essentially simultaneous processing of overlapping requests; (d) economies in operation.

The Minicard project was approved, and in June 1955 an order for equipment was placed. At that time the equipment was in the blueprint stage, with delivery scheduled for completion in December 1956. (Delivery actually occurred in November 1958, and installation was not completed until the following February. The test period, beginning with document selection, ran from 15 January 1959 to March 1960. At that time, because of many changes in circumstances in the intervening years, Minicard was rejected as an operational system for OCR.)

[Establishment of] AHIP

In May the IAC agreed to establish an Ad Hoc Subcommittee on Information Processing (AHIP), in accordance with proposals made by Maj. Gen. Arthur G. Trudeau, ACS, G-2, Department of the Army. The success achieved by CIA's Intellofax equipment and the services it performed for other agencies and departments were largely responsible for the IAC decision to establish AHIP. CIA welcomed the formation of the new body and agreed to accept its chairmanship, as suggested by General Trudeau.

AHIP membership consisted of intelligence officers from all the IAC agencies, plus NSA and USIA. The IAC Chairman, Lt. Gen. Charles P. Cabell (the DDCI) named [redacted] DAD/CD, Chairman of AHIP. [redacted] the Librarian, became

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Secretary ~~of AHIP~~. The rest of CIA's membership was also from OCD--as alternates to [redacted] respectively,

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[redacted] and John Vance were named.

The objective of the Subcommittee was to coordinate the development and implementation of compatible systems for documentation and processing of information within the intelligence community. Through its active leadership of AHIP, OCD made a gradual transition from a predominantly Agency service to one of [redacted] leadership in reference planning and programming on an interdepartmental basis.

Summer of 1955

From May to September Jamie Andrews took a leave of absence from OCD, leaving [redacted] Colonel Moreau, as Acting AD. In requesting permission for the long period of leave Andrews noted that the rewards of his job had been many but that after 7 years on the same job he was so stale that he needed "a real breather to blow away the cobwebs and get my circulation going again."

In June the Library was reorganized. The Book Branch was abolished and all procurement activities were transferred to the Foreign Branch, which was then renamed Acquisitions Branch. The Catalog Section was moved to the Analysis Branch, which was ~~then~~ renamed Analysis and Catalog Branch. The Top Secret Section was removed from the Library entirely, and a new Classification Control Staff (T/O--7), under the OAD, was created to handle consolidation of the document security control functions of the Agency Top Secret Control Officer and

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the Library Documents Branch.

The primary responsibility of the Acquisitions Branch was to provide, under ~~the provisions of~~ NSCID 16, a central Agency service for the procurement through State Department channels of foreign language publications of interest to the intelligence community. In addition, it was responsible for the procurement and acquisition of domestic US publications and certain foreign publications through direct contact with commercial dealers and book agents, and covertly (contact) through cut-outs, in response to Agency requests. Because of its close relation to the activities of the 00's [redacted] the Branch was located in the same building as that Division.

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The Analysis and Catalog Branch was responsible for indexing and cataloging all intelligence information, documents and books received in the Library and for performing certain related support functions.

The Classification Control Staff's principal function involved the development and implementation of Agency policy relative to compliance with the provisions of the President's Executive Order No. 10501, issued in 1953. This Order, in essence, required that each government department and agency establish specific procedures for the control of classified material with particular and specific emphasis on material in the Top Secret category. Important subsidiary features of the Staff's principal TS functions included the reclassification and/or downgrading of all documents maintained by the Agency, including those received from other members of the intelligence

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community; and serving as a secure repository for certain special and sensitive collections of intelligence documents.

Several times during the summer OCD employees in the notorious Stadium had to abandon their regular duties to "put their fingers in the dike" as ~~combat~~ floodwaters ~~in their quarters~~ from heavy rains ~~overflow from stopped up drains into~~ invaded the working area, ~~and~~ employees ~~were then to stop the tide only by building dikes~~ stemmed the flow with ~~of~~ boxes of IBM cards. They also played janitor and ~~helped~~ did ~~with~~ the subsequent mopping up. It is not hard to imagine the feelings among OCD staffers when on 15 July Congress authorized the construction of a new CIA headquarters building at Langley, even though they knew it would be some time before any of them actually set foot in the new installation.

Office Name Change

~~On 12 August the~~ Office was renamed Office of Central Reference (OCR). No change in functions was made; the new title was simply considered a better description of the actual mission of the office. In the same month, OCR adjusted its T/O and ceiling from 835 to 827, in accordance with the reallocation made to absorb the DDI share of an overall Agency cut.

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OCR finished up the year by issuing in December Intelligence Reference Material (CR-1), the first compilation of handy research tools, both classified and unclassified, ever prepared for the use of the intelligence analyst.

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1956

In February 1956 a Statistical Branch was created in SR ~~for the purpose of~~ to providing research, reference, technical reproduction, dissemination and record maintenance support to
25X1A2d1 Project [redacted]. The T/O of the Branch was 53, which brought the ~~overall~~ T/O of OCR up to 881.

In April, by DDI Notice 50-100-13, a coordinated Vital Materials Program was established in OCR to assist the DDI offices in the fulfillment of their responsibilities for operation in time of emergency. Each office was to be responsible for selecting appropriate materials for use in the event of an emergency. Except for administrative materials, OCR was to be responsible for coordinating, arranging and transferring selected materials to the Vital Materials Repository. The Vital Materials Officer for OCR was to maintain a complete inventory of all intelligence materials in the DDI Central Collection for review by any interested office. To ensure continued attention to the Vital Materials Program, a Vital Materials Committee was established under OCR chairmanship. This committee was to plan for and coordinate the overall DDI Vital Materials Program; to recommend criteria for selection of intelligence materials by the individual offices for incorporation into the Vital Materials Collection; and to recommend to the DDI and the ADs specific actions for improvement of the Vital Materials Program. [redacted] Executive, OCR, became the first Chairman of the Committee. (Subsequent Chairmen were Jack ~~OCR also provided its Secretary.~~ [redacted]

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[redacted] Inspector General's Report

During the first few months of 1956 three representatives of the Office of the Inspector General [redacted] conducted an inspection of OCR during a survey of the [redacted] DDI side of the Agency. They reviewed all organizational units and their activities, visited all physical facilities maintained by OCR, and interviewed 176 employees at all grade levels. The IG report submitted to the DCI on 25 April stated that in general the Agency's central reference system, as administered by OCR, was efficient and effective in providing timely response to the needs of the research components of CIA and other members of the US intelligence community.

The inspectors found that OCR was making maximum use of the latest in machine indexing systems and that it was constantly alert to new developments in library technology to increase its support to consumers in terms of timely responsiveness to their reference needs. They also found OCR personnel in all units to be competent and imbued with an excellent spirit of service and support.

The IG team did find, however, that the total reference capabilities of OCR were close to the point of diminishing returns in terms of morale and efficiency. Because there was no prospect of an increase in OCR's T/O authorization, and because space restrictions imposed a limit on expansion, the inspectors stated that it was mandatory that

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OCR, with the active support of the DDI, conduct a critical appraisal of its ~~total~~ activities and take specific action to conserve and improve its overall services and support. To do this, they said, OCR must review its functions and eliminate those that were marginal in terms of consumer needs; increase emphasis on the consolidation and refinement of Agency consumer needs through OCR participation in the planning and programming activities of the DDI, through the interdepartmental reference planning being conducted by AHIP, exert all possible influence to establish the allocation of reference responsibilities on an IAC-wide basis; continue emphasis on ~~the~~ development of new techniques of mechanization (such as Minicard) to reduce document handling and storage and on improvement in procedures to promote greater efficiency of operation; and more critically review consumer requests for the acquisition of books, periodicals and publications to ensure that they were essential and emphasize the use of such material on a loan basis as opposed to outright purchase. These actions, the inspectors noted, were contrary to the philosophy of "service at all costs" that governed the activities of OCR at that time. Nonetheless, they considered them essential in the interests of the continued efficiency of the Agency's existing excellent central reference system.

The inspectors made 19 specific recommendations related to the policies, philosophy and concepts governing the operations

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of OCR as a whole and 19 more concerning deficiencies of a procedural or administrative nature. On behalf of the DDI, the AD/CR then drew up comments on each recommendation indicating agreement or dissent. Action on most of the IG proposals was taken soon after completion of the survey. One, a proposal that the DDI consider transfer and consolidation of the functions and personnel of [redacted] from OO to OCR as such time as the Agency acquired its new building and physical consolidation could be effected, was finally implemented in 1963.

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Mechanical Translation Research

In May 1956 OCR received approval to allocate funds for research into mechanical translation (MT). CIA interest in MT research dated back to 1951, when some of its scientists discussed the possibility of developing an automatic indexing and translating machine with [redacted] then with the MIT Center for International Studies. After some preliminary work, [redacted] and CIA representatives in June 1952 attended a meeting at MIT of linguists, logicians and mathematicians on the subject of machine translation. This meeting further stimulated interest and a realization of possibility in the minds of some of the linguists present.

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Over the next 2 or 3 years CIA reviewed various proposals, taking the position that the development of an MT [redacted] capability was highly desirable and thus that the Agency should support an MT program. At the same time, however, CIA recognized that such a program had implications that transcended its own interests

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and even those of the intelligence community. The Agency therefore considered it preferable that an organization with broader responsibilities than its own be prevailed upon to take the initiative to push a comprehensive MT program. The immediate need was for a usable product--that is, one that might be far short of a perfect translation but nevertheless highly useful. ~~In return for an early MT capability to produce a usable product, the Agency was willing to leave the achievement of superior results to a longer range program.~~

In early 1955 CIA approached the National Science Foundation (NSF) and concurrently ascertained the degree of interest of the Department of Defense--which was interested but could provide no funds. These overtures were directly related to one of a succession of proposals by Professor [redacted] 25X1A5a1

~~Defense representatives were "all in substantial agreement that, while the Department of Defense does not find it possible to authorize any funds for this project, we will be very much interested in any such device once its feasibility has been firmly established."~~ Negotiations with the NSF culminated in early 1956 in an exchange of correspondence between Dr. Alan T. Waterman, NSF Director, and Allen Dulles, DCI. The NSF agreed "to administer any part of a program of research in machine translation which is agreed by all concerned to be desirable." CIA recognized the need for careful planning and coordination "to insure maximum progress toward our immediate goal of a machine capability to translate the

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Russian technical literature."

The DDI gave to OCR the responsibility for providing a focal point for programs to develop MT. CIA provided several hundred thousand dollars in support of the [redacted] 25X1A5a1 [redacted] 25X1A5a1 before it was finally brought to an end in March 1963.

AHIP--1956

In May 1956 AHIP submitted its first annual report, which showed many of its activities to be directly related to those of OCR, already the community's leader in intelligence processing. Among its accomplishments for the year, AHIP listed the following: a study of existing document processing systems; endorsement by all IAC members except State Department of the CIA's ISC for adaptation and use by the intelligence community in indexing documents; a CIA contract, on behalf of AHIP, with the newly established Center for Documentation and Communication Research, [redacted] 25X1A5a1 Ohio, in order to be kept informed of the latest developments in information organization; and the establishment of five working groups to resolve problems in specific areas as the need arose.

CIA representatives chaired ~~three of~~ the Working Groups ~~those~~ on Control Numbering of Serial Publications, Common Intelligence Report Format, and Equipment Research. ~~The last two were still in existence as of May 1956, the third and those on a Common Inter-library Loan Form and on a Common Numbering System, completed~~

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~~their research, gained AHIP approval for their recommendations and disbanded.~~ An ISC for SHAPE

In late 1956 SACEUR requested that the Department of Defense ~~xxxx~~ send representatives to SHAPE to advise its Intelligence Division on the implementation of the CIA ISC in SHAPE headquarters and throughout major subordinate commands. The Department invited CIA to participate in the project, and on 5 November [redacted] 25X1A9a together with ~~Major John Sidenberg~~ a representative of AFOIN, departed for Paris, where they spent several ~~days~~ weeks on this mission. The two OCR representatives reviewed the SHAPE document library and its dissemination procedures and recommended a plan to give SHAPE the type of library system that would best meet its needs. They also lent practical help on the application of the ISC, which SHAPE for its own purposes renamed the SHAPE Intelligence Code.

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Document Division Formation

In September ~~1956~~ the DDI ordered another across-the-board personnel cut. By that time the OCR T/O had inched up to 886. It now had to reduce its size to 853--a loss of 33 positions. As a result, it had to discontinue several operations that were considered to be of relatively low priority. Some of these (Things OCR did) were an end to the processing in IR and GR of new information on Western Europe subjects; curtailment of certain reference services in the CIA Library; and ~~the making of~~ make fewer dossiers on scientific and technical personalities in BR. To achieve a more effective utilization of the remaining manpower the office was reorganized on 1 November, and parts of the Liaison

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Division (LD) and the Library, plus the Classification Control Staff from the OAD, were regrouped into a new Document Division (DD).

The new Division was headed by John Vance, with

25X1A9a [redacted] as his Deputy. There were three branches--Special Dissemination, Analysis, and Processing. The T/O of the Division was 123--87 came from the Library, 29 from LD and seven from the Classification Control Staff. The Division combined the former dissemination functions of LD, including the Cable Branch; the activities of the Library's Analysis and Catalog Branch (except the Book Section, which was transferred to the Acquisitions Branch); and the Document Branch; and all the functions of the Classification Control Staff.

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1957

Liaison Division's New Program

In April 1957 the Liaison Division began a new direct collection program for overt intelligence exploitation of US Government sources in the Washington area. OCR was authorized to publish the foreign intelligence information product derived from the program in a new CIA Information Report form, the CR series.

The reasons for initiating this program were as follows:

1. realization that a substantial quantity of foreign positive intelligence and other information was available from US Government sources as a result of foreign travel and professional correspondence;
2. recognition that no systematic exchange of such information was occurring; and
3. knowledge that existing NSCIDs and DCIDs did not specifically cover exploitation of US Government sources in the United States.

Operational techniques used in this direct collection included the development and expansion of new sources; the solicitation from CIA and IAC customers of intelligence requirements applicable to specific sources; briefings, if appropriate, prior to sources' departures; and, in all cases, exploitation by personal interview with source. The product was then published in the CR Report series and disseminated to the intelligence community. In addition to the actual exploitation of sources, significant foreign documentary material obtained by US nationals through means other than foreign travel or direct contact with

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foreigners was collected and processed by OCR for Agency and intelligence community use.

Noteworthy in this endeavor was the evidence of cooperation from intelligence components of the military services in arranging for the exploitation of their own controlled sources in the Technical Services and research and development areas, and in making the intelligence product available to the community. Within CIA, the program stimulated closer working relationships between OCR, in its collection role, and the analysts and researchers of consumer offices, and between OO/CD and OCR/LD in ensuring maximum exploitation of US sources.

The Library Consultants Report

The major issue of 1957 for OCR was the Library Consultants Survey. In 1956 the DDI (Amory) had proposed to the DCI that a panel of library experts be engaged to make a special survey of the CIA Library. He apparently made this proposal largely upon the recommendation of Walter Pforzheimer, then one of his Special Assistants, who felt that the Library was in poor shape. Amory's first step was to establish an ad hoc Library Survey Committee in August 1956, with his Assistant for Planning, [redacted] as Chairman. This committee, reppesenting many segments of CIA, drew up the terms of reference for a panel of three outside librarians who were to survey the CIA Library and the OCR documentation

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processes so that OCR could be certain of developing optimum efficiency and best possible use of space and manpower before moving into the new building.

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[redacted]

The consultants studied the operations of the Library and related activities for about 15 weeks, interviewing research analysts and conducting various a sample tests. They presented their final report to the DDI on 18 May 1957. It included some 150 "findings requiring action" and "recommendations" covering management, space, the collection policy and program, the acquisition program, the cataloging of books, the Reference Branch, the Card Catalog, Intellofax retrieval, the Bibliography Unit, the indexing of [redacted] materials, the Circulation Branch, EDD, the Document and Machine Divisions, and the Minicard system.

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The AD/CR found the specific criticisms in the report disturbing indeed. In his first memorandum to the DDI

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commenting on the report, on 7 June, he admitted that all but a few were atleast partly valid and that though many served only to underline and emphasize defects of which they were already aware and for which they were already trying to find cures, some did reveal weaknesses whose existence OCR officials did not suspect. He was particularly concerned about three of the consultants' major recommendations--(1) that OCR cease using microfilm aperture cards and return to hard copy files; (2) that they abandon the Intellofax system; and (3) that they expand the Intelligence Publications Index (IPI) into a monthly publication much like the Bibliography of Agriculture, which should include "all documents, books and periodicals that make a substantive contribution."

Dr. Andrews' second memorandum related to the Consultants' Report, dated 18 June, was directed to replying to criticism concerning the handling and usage of old Intellofax cards and Minicards. He found many of the consultants' statements to be "incorrect, irresponsible and misleading." On 1 July Dr. Andrews followed up with a third memorandum directed to the "Ten Horrible Cases" that the consultants cited in order to "point up some of the intellectual and mechanical problems of the Intellofax system." These 10 cases were the foundation on which the consultants based their major recommendation--that CIA abandon its ~~attempt~~ attempt to develop a mechanized indexing system and instead return to a conventional index to be published monthly.

Dr. Andrews admitted that these cases, if true, would be a "devastating indictment" of OCR. He did not merely accept them,

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←— however. Instead, he carefully studied each case and found that only two of the mistakes cited had occurred as the consultants said they did, though these two were admittedly "serious cases involving human error, for which there was no excuse." Two others, he said, were similar, but the errors were caught and corrected within OCR, and the customers neither suffered from nor even knew about them. The other six cases, Andrews found, were "phonies...bogus and...reflect no discredit on our system." They did, however, show that, in Andrews' words, "the consultants handled at least this part of their survey in a manner so unbelievably careless that it can only be described as irresponsible." These were harsh words, indeed, and Andrews followed them up with a request for an investigation of the case by the Inspector General to still any suspicion that OCR might have tampered with the records. (Apparently, no such suspicion was voiced and no IG inspection was held.)

On 11 July, at the DDI's behest, Dr. Andrews made his final accounting on the Consultants' Report, taking each of its major points in turn. He recommended first that OCR continue with Intellofax and with planning for Minicard, doing its best to correct such genuine deficiencies as appeared; and continue to exclude most types of information reports and unfinished intelligence from the IPI.

Dr. Andrews also offered his own speculation on the reasons for the reckless and irresponsible attack by the

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consultants on the Intellofax system. In his opinion, [redacted] 25X1A9a who had spearheaded the attack, was infuriated to find that others had succeeded where he himself had failed--that while the mechanized Rapid Selector he had spent years trying to develop while at the Department of Agriculture had failed, a different approach to the same problems had overcome the mechanical difficulties and created a system that, however imperfectly, was able to carry an even bigger workload than that in ~~the Department of~~ Agriculture. This fury, Dr. Andrews surmised, brought on "so severe an emotional disturbance that [redacted] 25X1A9a became incapable of telling black from white."

Dr. Andrews stated that the consultants' criticisms of the ISC were generally sound and that OCR was taking steps to comply with the recommendation that it be revised and made internally consistent.

A recommendation that the Map Library and [redacted] be merged FOIAb3b1 into OCR on the ground that they were basically reference services was not new with the consultants--the 1956 IG report, in particular, FOIAb3b1 had made the suggestion about [redacted] Dr. Andrews recommended, however, that this suggestion not be considered until the Agency had occupied its new building.

The consultants also came up with a plan for a complete reorganization of OCR, with three Deputy ADs--one for Administrative Services, one for Reference Services and one for Technical Services. Dr. Andrews did not like the scheme they proposed, though he did feel that some sort of split in the chain of command would be FOIAb3b1 necessary if Map Library and/or [redacted] were ever put under OCR. He

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suggested that a better split, if one should be effected, would be two-way, rather than three-way, with perhaps a Deputy for Information Services, who would have under his charge ~~the~~ a central Reference Staff, the map and library reading rooms and the Registers, and a Deputy for Technical Support, who would have all the rest. He also suggested that thought might be given to the question of whether Liaison Division should not

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perhaps be transferred to [redacted] inasmuch as in many respects it was already functionally closer to that Division than to OCR. (In ~~1958 LD would be [illegible] reorganized~~.

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~~and in~~ 1961 one of ~~the~~ LD's branches would ~~indeed~~ fact be transferred to [redacted] ~~in 1967 LD would cease to exist altogether~~ In 1966 a Document Systems Group was formed that was similar to the Technical Support system envisaged by Dr. Andrews. The following year, the rest of OCR was ~~completely~~ reorganized into ~~two major units~~ the Information Services Group ~~and the Document Systems Group, later renamed Support Services Group~~.

Another of the consultants' proposals was that OCR should create a Central Reference Staff, on which each of the Registers would have a liaison representative. Dr. Andrews felt that the proposal had some merit but that the consultants greatly exaggerated when they asserted that for want of such a staff ~~there existed~~ much confusion and duplication of effort existed. Dr. Andrews recommended that OCR begin building up the existing Reference Branch of the Library, emphasizing its position much as the consultants had suggested, and giving fairly intensive training to its members, but that they refrain from any formal

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reorganization until they had had an experimental trial of the usefulness of putting Register liaison officers into the staff.

Explaining that the aperature card system had been developed in the first place ~~in order~~ to conserve floor space, to conserve file cabinets, and to ensure that the file would always be complete, Dr. Andrews recommended flatly that OCR reject the consultants' proposal with regard to a hard copy file.

The consultants suggested that in the new building OCR should be arranged in a circle of support elements surrounding the central reference point, or library. This Dr. Andrews agreed with. He did not, however, favor a number of recommendations the consultants made proposing space rearrangements prior to the move, inasmuch as all these proposals were based upon acceptance of the recommendations for abandoning Intellofax, going back to a conventional published index, and setting up a hard copy files.

Dr. Andrews agreed with the consultants' statement that OCR had held down the purchase of books for reasons of economy and because of space limitations. He did not, however, feel that they should rush into "building up the collections" once they were in the new building. Instead, he said, the Library should continue as it had in the past embarking on programs of acquisitions in specific fields as experience showed a need for more basic documents in those areas.

The consultants made a number of criticisms of the Library's efficiency as compared with the libraries of the State Department

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[redacted] Yale [redacted] and other such institutions. Many of these criticisms, Dr. Andrews noted, were unsound, being based on "faulty comparisons of the apples-versus-oranges variety." He therefore recommended that the charges of inefficiency and wasteful use of manpower be placed before the Management Staff, with a request that they be carefully analyzed and either proved or disproved.

Finally, the consultants called for a more aggressive and creative philosophy in OCR with respect to its functions and the development of a strong leadership both [redacted] and [redacted] OCR to properly provide for its effectiveness. Dr. Andrews' response to this suggestion was that it was naive--that the community could not be coordinated against its will, and that any attempt to provide it with aggressive leadership [redacted] by CIA would be instantly and strongly resented. He pointed out that much could be done by friendly discussion and voluntary agreement, but very little by fiat, citing the voluntary adoption by most agencies of OCR's ISC and other efforts toward adoption of OCR methods.

Resignation of Andrews'

Simultaneously with his wrap-up comments on the Consultants' Report, Dr. Andrews submitted his resignation, to be effective on 23 August. As he put it,

> ...I have been sitting so long a time at the same desk that my job has ceased to be rewarding, and I now want nothing so much as to gain my release from the 8:30 to 5:00 reoutine. I really would not care to be Chief of Station in Paradise if that post required me to keep regular working hours and restrict my leave to twenty days a year.

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It is doubtful whether the Consultants' Report caused Dr. Andrews' resignation, but it seems likely that it may have hastened his decision.

The Library Consultants' Report, though apparently suppressed as much as possible within OCR, had a dramatic effect on the morale of the personnel of the office. One of its many side effects, for instance, was a feeling that the report stressed a lack of professionalism in OCR's response to its service requirements. This did nothing to aid OCR in its long fight to demolish its unjustly applied reputation as primarily a clerical operation.

OCR had tried often to raise the grade level of its staff by stressing the professional knowledge and training required in many of its activities. The 1956 IG report on OCR had acknowledged the inequity of OCR's grade structure when compared to that of other DDI and Agency components and had recommended that an overall classification and wage review of OCR's grade structure be made. To some extent, the grade structure was revised, but it still had a long way to go. (The 1963 IG survey would find the same inequity in grade structure still in existence.)

The staff had also worked hard to provide the consultants with statistics, special samplings and other items during its survey. To have any of these contributions misinterpreted, as turned out to be the case, helped to lower morale. The resignation of Dr. Andrews in the middle of all the post-

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survey confusion did nothing to help matters. Further problems were added in August, when the DDI ordered OCR to reduce its personnel ceiling from 853 to 819.

New Administration

Once again, OCR was at a crossroads. Into it, on 9 September, stepped Dr. Andrews' successor, Paul A. Borel, a member of the Board of National Estimates and a former Secretary of the IAC. [redacted] the DAD, was transferred at that time to OO and was replaced by [redacted] who had already been involved with OCR activities as Chairman of the Advisory Committee on Foreign Language Publications (ACFLP), head of the Working Group on Information Handling, and head of the ad hoc Library Survey Committee.

Dr. Andrews had been a good Director, ~~for most of his tenure,~~ but he had, as he himself admitted, grown stale tied to the same desk for 9⅓ years. The injection of new blood in the persons of Messrs. Borel and [redacted] had the potential for dispelling any parochialism that OCR had ~~xxx~~ developed in its first decade. Their wide experience in community activities also meant that OCR would ~~indeed~~ after all assume the position of aggressive leadership in the community that the consultants had felt was necessary, ~~and Andrews did not~~. In addition, Mr. Borel recognized the low state of OCR's morale and devoted himself ~~assiduously~~ to restoring its self-confidence by vigorously attempting to improve its image and by drawing his Division Chiefs into greater involvement in planning for the future of the Office.

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Mr. Borel lost no time in getting down to work. His first concern, naturally, was to review existing programs and operations of the Office and, specifically, to evaluate the recommendations of the Library consultants in order to have a sound basis for making decisions with respect thereto. Borel and his team examined the Consultants' Reports in detail and found that several basic questions could be identified. They then decided to set up task forces within OCR, with extra-OCR assistance as necessary, to deal with each of the problems. The work of the task teams was to be coordinated by the Special Assistant to the AD/CR--Joe

25X1A9a [redacted] the former Executive, with a new title.

On 8 November Mr. Borel reported to the DDI on action already taken on problem areas in OCR. He stated that the current management program was to institute a continuing program of executive action designed to anticipate and relate individual actions that might be required, and to facilitate follow-up on the staff work undertaken to provide a sound basis for making decisions; to overhaul the internal management reports program of OCR in order to arrive at meaningful and integrated periodic activity reports culminating in an OCR annual report; and to analyze the Library Consultants' Report in the manner already noted above.

Mr. Borel also noted that when specific action could be taken before a major task study was completed, this would be done. He cited one example of such action that had already been taken--as suggested by the consultants, OCR had taken

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over the OTR Library in order to make this specialized ~~library~~ service an integral part of the Agency's overall library facilities. (The addition of the OTR Library's six slots raised the overall OCR T/O to 825.)

Mr. Borel also accomplished two more organizational changes in the October-November 1957 period. First he dissolved the Operations Staff and reassigned its functions and personnel to appropriate OCR components. Then he reconstituted the Statistical Branch of SR as a Division of OCR. He did this for two reasons--to ~~fee~~ free the Chief of SR from supervisory responsibility for the branch, in view of the magnitude of his other duties, and to exercise more direct supervision over it from his own office. As Mr. Borel pointed out to the DDI when he first proposed the change in October, ~~tge~~ the branch was actually separate from the rest of SR by mission, function and location. Furthermore, its formative period was complete, and its operations were of a divisional character--that is, the branch was directly faced with pressures exerted by all parts of the intelligence community, inter-Agency committees, the Director, the DDI's Office and the Project Director. The new Division was established with three branches--Information, Technical and Support--and was

25X1A9a headed by [redacted] SD was not to remain long in OCR, however. In ~~July~~ mid-1958 it was transferred to the newly established Photographic Intelligence Center (PIC) ~~(Later National Photographic Interpretation Center--NPIC).~~

~~AXIX--1957~~

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Borel's Task Teams

In November Mr. Borel established 16 Task Teams to study and evaluate the findings of the Library Consultants. Most of the Task Teams were chaired by OCR personnel, and 37 of the team members were OCR employees. Other offices in the Agency cooperated in the study by contributing the services of more than 30 of their own employees as Task Team members. The Teams and their Chairmen were as follows:

1. Intellofax
2. Machine Use
3. Coding
4. Selection
5. Acquisition Operations
6. Fiscal Policy
7. Publications Procurement
8. Circulation
9. Catalog
10. Reference
11. Information Center
12. Minicard
13. Reports
14. Training
15. Customer Relations
16. Correlative Functions

[redacted]

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The Task Teams were coordinated by [redacted]

Establishment of CRAG

In December Mr. Borel decided to establish a Central Reference Advisory Group (CRAG) to advise OCR on problems of mutual concern to OCR and the operating offices. CRAG began operating on 7 January 1958. Its Chairman was the AD/CR and the regular members were the ADs of OBI, ORR and OSI and the C/FI/CCP. Other operating components were to be invited to sit in on matters of direct interest to them. CRAG's aim was to provide policy guidance in the conduct of OCR support programs and facilitate the exchange of ideas in areas of mutual interest to the research, operational and reference activities of the Agency.

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AHIP--1957

By the end of 1957 AHIP had succeeded in:

1. Securing agreement on the use of the ISC as a common classification scheme for the indexing of documents.

2. Adopting a common numbering scheme for documents, which eliminated the confusion of the earlier system of multiple numbering.

3. Obtaining inter-agency consent to reproduce each other's documents and thus reduce time delays in servicing requests for these materials.

4. Instituting a standard form and procedure for borrowing documents from IAC agency document centers.

5. Forming working groups to investigate the application of machines to information handling problems, the feasibility of developing a common format for IAC information reports, and possible improvement of the document loan system within the community.

In September AHIP established a Working Group on the ISC (WGISC), chaired by [redacted] of OCR. This group was 25X1A9a

1. To review and clarify the philosophy underlying the common use of the ISC.

2. To determine the extent to which the basic ISC should be recast to meet the general needs of the IAC.

3. To develop a practical plan for specialized user expansion of the ISC beyond the basic structure.

4. To agree to methods for systematic revision, printing and distribution of the basic ISC.

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5. To recommend action to AHIP outlining ways and means by which the ISC should be modified.

The WGISC presented its final report to the Chairman, AHIP, on 27 November. It made the following recommendations:

1. That CIA assume responsibility to revise the ISC in accordance with certain principles of common use and instructions spelled out in lengthy attachments to their report.

2. That CIA utilize an outside consultant in hierarchical classification, as necessary, for advice and guidance.

3. That the final version of the ISC be issued before 1 January 1959, under IAC auspices.

4. That the WGISC continue as coordinators and advisers to the CIA staff in charge of the ISC revision.

In October the IAC issued a policy statement designed to facilitate third-agency use of intelligence documents among full-time member agencies whenever the documentation in question had received general dissemination and was free of special classification ~~dissemin~~ restricting distribution and reproduction. In December AHIP issued a Guide to Intelligence Periodicals, published by CIA.

1958

OCR entered 1958 on a sad note: In mid-January 25X1A9a [redacted], Chief of MD, died suddenly. [redacted] 25X1A9a replaced him on an acting basis; he was named Chief in his own right in September 1958.

During January-February Task Team 1 (TT1), which was surveying the Intellofax system, operated a Composite Group,

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on an experimental basis, to handle all Intellofax requests. The group consisted of one representative apiece from the CIA Library, DD and MD. The objective of the group was to bring to bear on each request the combined skills of the librarian, the coder and the machine systems expert. Their eventual aim was to establish the most efficient and productive method of supplying the requester with information best suited to his need. As a result of this experiment, a senior document coder was detailed on rotation as a regular member of the reference retrieval service to increase the effectiveness of Intellofax searches.

In February, at the DDI's direction, OCR's personnel ceiling was increased from 825 to 842 to provide for expansion of the Statistical Division. Later in the month, however, the ceiling was cut back to 829 to absorb OCR's prorated share of a general cut.

Travel

The Borel-[redacted] team was to go down in OCR history as the most widely-traveled of all the top leadership of the Office. Throughout their tenures, they seemed to be almost constantly on the move, attending conferences and demonstrations of new equipment; giving speeches on various aspects of OCR's work, and generally seeking information of value to the office, both in the United States and abroad. Much of their travel was connected with their activities as Chairmen of various inter-agency groups (CODIB, PROCIB).

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The first major trip taken by either member of the OCR top team was [redacted] From 28 February to 1 May, accompanied by [redacted] GR, and [redacted] who was responsible for the fiscal administration of the

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dep. chief Acquisitions Branch

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publications procurement program, he visited 28 cities in 19 countries of Europe and the Middle East. The purposes of the tour were to accelerate and simplify the graphics and publications procurement programs. Responsibility to collect graphics and publications, with the initiative assigned to a member of the Embassy staff, was established in each country. Fourteen of these officers, newly appointed, received their first briefings from the tour party. In [redacted], during 16-18 April, [redacted] chaired a conference of Publications Procurement Officers (PPOs) from [redacted] As a result of the trip, the number of spontaneously selected publications more than doubled. In June 1958, alone, more than 1100 photographs or negatives were received that were directly attributed to the trip.

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NSCID 2

On 21 April 1958 NSCID 2, Coordination of Collection Activities. was issued. Those of its provisions that were particularly important to OCR were the following:

The CIA, as a service of common concern, ~~wk~~ was to be responsible for the selective exploitation within the United States of nongovernmental organizations and individuals as sources of foreign intelligence information.

The CIA was to conduct the exploitation of foreign language publications for intelligence purposes, as appropriate, as a service of common concern.

~~EXEMAM~~

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Establishment of CODIAC

In late 1957 AHIP had proposed that its ad hoc status be terminated and that it be replaced with a standing committee of the IAC, with revised and expanded terms of reference. As a result, under DCID 1/4 (new series) of 21 April 1958, the IAC approved the establishment of the Committee on Documentation (CODIAC). The new DCID broadened the Agency's responsibilities in intelligence documentation and information processing. OCR provided both the Chairman (25X1A9a [redacted]) and the Secretary for CODIAC, as it had for AHIP. 25X1A9a

CODIAC was to be composed of representatives of the IAC agencies, with other ~~agencies of the~~ government departments invited to participate as appropriate. Its mission was to promote means by which the intelligence community could make optimal use of information of intelligence value however recorded.

The functions of CODIAC were as follows:

1. To recommend policy to the IAC in the field of documentation.
2. To conduct surveys required to support the mission of the committee, subject to agreement by departments and agencies concerned.
3. To coordinate the development of compatible systems for documentation and the processing of information.
4. To review the operation of reference services of common concern.
5. To exchange information within the intelligence community on the solution of documentation problems, including studies, research, contracts, proposed agreements and actions,

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publications, seminars and demonstrations.

6. To monitor interagency agreements in the field of the committee's responsibility.

7. To assist member agencies in solving problems arising from programs or projects under way and of mutual interest.

8. To coordinate selected documentation activities with foreign intelligence services with which the interchange of information had been authorized by the IAC.

Reorganization of Liaison Division

In May the ~~Liaison~~ Liaison Division of OCR was reorganized. First a Collection Branch was established to fill an overt collection gap, namely exploitation of US Government officials in the Washington area who through TDY travel abroad, correspondence with foreigners or contact with foreign visitors to the United States, obtained intelligence information of use to the community. The branch grew out of the old International Conferences Branch. Upon creation of the Collection Branch, the requirements coordination function was transferred to Liaison Branch, and a direct, rather than indirect, collection activity was initiated, extending its exploitation horizon beyond the conference and trade fair media. The division was then renamed Liaison and Collection Division (LCD).

Task Team Reports

By May the Task Teams had completed their reports, and on 10 May Mr. Borel drew up a summary statement of the team evaluations. He found that overall the area of agreement

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between the respective findings, conclusions and recommendations of the teams and those of the Library Consultants was somewhere between 50 and 60 percent. In some cases the findings of the consultants were validated, but different conclusions or recommendations were reached. In other cases, the findings could not be validated, but similar conclusions or recommendations were arrived at.

The first 12 Task Teams dealt with operations of the Library and the Machine and Document Divisions and will be discussed in the chapter of this History devoted to those bodies. The other four will be discussed below.

TT13 studied the OCR operational reporting program, specifically to determine if too much time was spent keeping unnecessary records; if existing monthly reports could be revised to better reflect information of special value to management; and if an annual (or semiannual) report could be devised as an integral part of OCR's report system. which report would be of value to top Agency management as well as to supervisors within OCR. The Task Team was in virtual agreement with the consultants on these points. Even before they made their final report, a new system of monthly (later changed to quarterly) reporting was designed and put into operation within the divisions of OCR. In addition, Mr. Borel planned the issuance of an OCR annual report. (Such reports were subsequently issued on a fiscal year basis.)

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TT 14 studied the training policies of OCR and OTR to determine if professional employees of OCR should be given the same training program, particularly in the introductory courses, as were the analysts in producing offices in the Agency; and if a training program could be devised that would enable the professional staff of OCR to give a higher level of reference service to users of OCR facilities from the intelligence community. The team agreed that professional OCR employees should continue to receive the same training in courses having common application as did analysts from ORR and OSI. They felt that raising the level of OCR reference service involved more than a question of training, inasmuch as training beyond that appropriate to an individual's grade would result in a transfer to another job of higher grade, rather than in a sustained higher level of service at the same grade. The team thought that the OCR training program should be tailored to the specific needs of the individual within the general requirements of the division in which he worked.

The 15th Task Team studied means whereby OCR could get adequate guidance for its operations from customer offices. Specifically, they sought to determine whether a Library Committee composed of representatives of all the components of the Agency should be created to serve in an advisory capacity to the AD/CR and as a channel of communication to the Agency; and if a program should be developed to bring together the analyst and the reference staff so that

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the latter might be aware as much as possible of what intelligence reports and programs were under way so that the staff might give a higher level reference service and be prepared to call to the attention of the analyst pertinent documents, periodical articles, intelligence reports, books, etc., which was a normal special library technique and service. The team fully concurred with the consultants in these matters. One important aspect, in fact, was well under way by the time they finished their study: Instead of the Library Committee recommended by the consultants, Mr. Borel had established (the more widely based) CRAG.

The team's other recommendation was that a program should be developed to establish closer rapport between research analysts and reference personnel and that this program should include briefings and tours of OCR facilities and the preparation for publication and wide distribution of a handbook explaining OCR services and facilities. By May 1958 such a program was ~~already~~ well under way.

The last Task Team studied the feasibility and desirability of regrouping within OCR certain reference-type functions then the responsibility of other offices, specifically the Map Library of ORR; the [redacted] of OO; the FOIAb3b1 Historical Intelligence Collection (HIC), then under the ODDI; and the OTR Library. By the time the team made its report, the OTR Library had already been transferred to OCR. The team recommended that ~~XXX~~ FDD not be transferred on the grounds that it was not a reference service. They recognized

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that the Map Library was indeed a reference service but recommended that it remain in ORR because of the interrelationships of the Map Library and other activities in the geographic area of ORR. They noted that the transfer of the HIC awaited action on the IG report on the O/DDI. (The HIC was transferred to OCR in 1959.) In addition, the team proposed highly trained research and reference personnel for staffing a central reference unit, an independent OCR capability for first-echelon linguistic service, and an integrated program for all reference functions of the Agency.

After Mr. Borel had had time to digest the Task Team reports, he invited the ~~three~~ Library Consultants back for 3 days in May to meet with the Task Team Chairman to evaluate the total Library program. The Consultants expressed their satisfaction with the progress made and their enthusiasm for the planned program.

Community Activities in the Publications Field

In May the IAC approved two new DCIDs--2/4, on the exploitation of foreign language publications, and 2/5 on the procurement of foreign publications. Both affected OCR. DCID 2/4 stated that CIA (a) would, as a service of common concern, provide for the exploitation of foreign language publications for intelligence purposes in accordance with requirements established by the IAC departments and agencies; and (b) would coordinate this service with similar activities maintained by the various departments and agencies of the government to satisfy their departmental requirements.

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The other government agencies and departments were to keep CIA advised of departmental activities in the exploitation and translation of foreign language publications.

DCID 2/4 also established the Committee on Exploitation of Foreign Language Publications, an interdepartmental body under the chairmanship of CIA that was to advise and assist CIA in the implementation of the DCID.

DCID 2/5 stated that the IAC departments and agencies (a) would keep CIA advised of their activities in the procurement of foreign publications, including the effectiveness of their existing facilities and programs for the procurement of foreign publications; (b) would ensure cooperation by their field representatives with those of other departments and agencies of the government engaged in like activities; and (c) would implement the above with due regard to departmental and agency capabilities and priorities. CIA was to coordinate programs for the procurement of foreign publications to ensure the most effective and practicable utilization of the capabilities of the government departments and agencies. This DCID also established the Committee on Procurement of Foreign Publications (PROCIAC), an interdepartmental committee under the chairmanship of CIA.

25X1A9a [redacted] was designated Chairman.

Unclassified Translations

In June the DCI approved a policy for release of unclassified CIA translations and related reference aids to the public through the channels of other interested agencies.

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Year - 1958

Month

May — Under DCID 2/5, the IAC approved the establishment of a standing Committee for the Procurement of Foreign Publications (PROCIAC); DAD/CR ([redacted] was designated Chairman. This Committee replaced the Advisory Committee on Foreign Language Publications.

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Task Team studies were completed and recommendations submitted for review to AD/CR. Joint sessions were held with the Library Consultants and the Task Team Chairmen to evaluate the total Library program.

June — As a result of a formal program review, the CIA Library was reorganized. Changes included: (a) reduction of ceiling by 8 positions; (b) increase in average grade level from GS-7.7 to GS-8.4; (c) improved administrative and professional guidance within the over-all Library organizational structure; (d) establishment of a Staff Assistant position to provide the CIA Librarian with support in coordinating internal library activities; (e) strengthening of reference function under a Chief Reference Librarian who was also to serve as division deputy.

DCI approved release of unclassified CIA translations to the public via OCR, which in turn was to provide copies to the Department of Commerce, Office of Technical Services, for dissemination.

The DD/I approved an Immediate Program for Implementing Recommendations of the Consultants and the Task Teams - action to follow in FY 1959.

July — In order to provide better information for operating officials and management, AD/CR introduced new reporting format at the start of FY 1959.

Statistical Division transferred with 62 positions to Photographic Interpretation Center (PIC).

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OCR was to provide copies of such information to the other agencies for dissemination. Most such unclassified reports were distributed without CIA attribution by the Office of Technical Services of the Department of Commerce.

Program for Changes

On 12 June Mr. Borel submitted to the DDI his "immediate program for implementing recommendations of the consultants and the task teams." In general, this program involved the reorganization of OCR's reference service; the organization of an Automation Development Group in OCR; a number of changes in storage and retrieval procedures, including revision of the ISC to make it a community code; the modification of several operational procedures in the Library and the Machine Division; the drafting of a program for CODIAC and other actions related to publications procurement; several changes in administrative procedures, including installation of a new divisional monthly reports program and the publication of an OCR handbook; and the centralization of the information reference service.

1958

The first order of business after OCR obtained approval for its program of changes was to reorganize the Library. Changes included reduction of ceiling by eight positions (from ~~194~~ 149 to 141); an increase in the average grade level from GS-7.7 to GS-8.4; improved administrative and professional guidance within the overall Library organizational structure; the establishment of a Staff Assistant position to provide the CIA Librarian with support in coordinating internal library activities;

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and the strengthening of the reference function under a Chief Reference Librarian, who was also to serve as division deputy.

In July OCR established its Automation Development Group (ADG)--a small staff with documentation and technical backgrounds to follow automation developments in industry and government and to plan applications of new equipment in OCR.

25X1A9a The head of the ADG was [redacted] previously Chief, Planning Staff, MD. In August Mr. Borel proposed to the DDS that the Management Staff undertake an overall study of Agency computer needs, including feasibility of a Computer Center in the new building. This suggestion led to an ADP responsibilities study, which was completed in the Agency in January 1959, and eventually to Project CHIVE and other computer developments ~~related to computer operations~~.

25X1A9a In August [redacted] left to begin 2 years of training at the Western Data Processing Laboratory, UCLA. The objective of this training was to provide him with knowledge of computers for possible application to Agency information processing programs. John Vance, Chief, DD, succeeded Becker as SA/AD/CR, and Vance's Deputy, [redacted], moved up to C/DD. Vance also succeeded

25X1A9a [redacted] as Executive Secretary of CODIAC.

25X1A9a Mechanical Translation

25X1A9a On 20 August [redacted] who had been coordinating the Agency's interests in mechanical translation, chaired the first successful demonstration (held in Alexandria, Virgina) of translation of chemical literature from Russian to English using

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an electronic computer. This was a result of the Georgetown MT project that OCR had been sponsoring since 1956.

Name Changes for PROCIAC and CODIAC

In September the NSC established the US Intelligence Board (USIB), which replaced the IAC and the USCIB. As a result, the designation of PROCIAC was changed to PROCIB and that of CODIAC to CODIB. The DCIDs that governed these two bodies were revised the following June to reflect the changes in names.

Paul Borel--Around the World in 92 Days

On 21 September Mr. Borel left on a trip around the world; he returned on 22 December. During most of the trip he was accompanied by [redacted] of the CIA Library. The major purposes of the trip were:

25X1A9a

25X1C8a

1. To attend the [redacted] Conference on intelligence research methods (15-27 November) held by the United States, the [redacted]

25X1C8a

2. To promote, on behalf of the intelligence community, programs of American Embassies and Consulates General for the procurement of foreign publications and photography of intelligence value.

25X1C8a

[redacted]

4. To obtain firsthand an appreciation of US intelligence

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community problems in handling intelligence information, particularly those relating to areas of responsibility of OCR, CODIB and PROCIB.

Borel considered the single most impressive accomplishment of the [redacted] Conference to be "the crystallization in more tangible form of an international intelligence community." At the conference he presented a paper, "On Processing Intelligence Information," which was well received.

25X1C8a

With regard to the procurement of publications and graphics, the Borel-[redacted] mission carried out essentially the same program as had [redacted] and his associates in Europe and the Near East the previous spring. Mr. Borel felt that his talks with senior officials at various [redacted] diplomatic and consular missions would result in an increase in the flow of valuable information through the graphics and publications procurement programs, but that these programs were not soundly based because (a) language competence in missions was low; (b) personnel turnover was extremely high; (c) no accurate measure of performance versus potential was taken; (d) collection effort was not sufficiently related to the capabilities to exploit the material once collected; and (e) coordination in the field was marginal.

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25X1A9a

[redacted]

25X1X4
25X1X4

[redacted] Mr. Borel found that the documentation problems were rather simple, requiring good copying equipment to permit the

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simultaneous distribution of incoming information to interested sections and the provision of research or reference assistants to relieve the intelligence officers of time-consuming scanning, collation and search operations.

25X1C8a In [redacted], at the request of Mr. Cline, Mr. Borel spent some time with [redacted] intelligence officials who were organizing a central information center and sought guidance. 25X1C8a

DCID 1/9

In December, under the sponsorship of CODIB, DCID 1/9 was issued. This Directive for the first time gave to the biographic systems of the intelligence community a definition of their respective reference and data exchange responsibilities. OCR/BR assumed responsibility for scientific and technical biographic coverage, which it had previously been granted 10 years earlier by NSCID 8, ~~several years earlier~~.

~~Minicard Testing~~

~~In November OCR had for~~

Also in December, based on its own role in managing document dissemination services in CIA and in the coordination of documentation practices through CODIB, OCR provided a series of briefings and written summaries on parallel community projects--

25X1A5a1 Air Force/[redacted] and Minicard and Army/RCA--to an Agency planning group investigating the movement of routine information from the field to Washington analysts. This program derived from a paper written in March 1958 by the Assistant to

25X1A9a the DDI for Planning, [redacted] on "Intelligence Communications and Related Procedures."

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1959

25X1A9a

In January [redacted] CIA Reference Librarian, completed a 12-week Mid-Career Course at the Foreign Service Institute. He was the first OCR representative to attend a running of this course. For OCR purposes the course was useful for its associations with senior FSOs and for the insights offered into the preparation of despatches from the standpoint of their subsequent indexing and reference use.

The HIC

At some time in early 1959 the CIA Historical Intelligence Collection was transferred from the O/DDI, where it had been established in 1956 at request of the DCI to the jurisdiction of the AD/CR so that the management of the historical materials could be closely coordinated with CIA Library facilities. By the time the HIC was moved into OCR it was believed to be the finest library of overt intelligence materials in the world, containing some 6,000 volumes collected since its establishment.

The HIC contained then, as it does now, books in all languages from all countries. Its subject headings included espionage, counterintelligence, unconventional warfare, resistance, escape and evasion, subversion, cryptography, economic, political and psychological warfare, law treatises, legislative committee records on un-American activities, and many other intelligence tradecraft topics. From the beginning it was useful in many ways. Valuable precedents and practical tips were uncovered in historical intelligence materials that were useful for operational and training purposes. It was also

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January — Survey of OCR Functions, 15 January 1959, prepared by AD/CR in response to request from Office of the DDI. Paper was useful summary of programs, the authority for establishing them, and the costs both in manpower and dollars as of 1959.

March — SR's Radio Frequency Record (700,000 cards) reproduced and forwarded to NSA for conversion to magnetic tape for processing on IBM 705 computer. Together with NSA, listings were prepared for US delegates to International Radio Conference in Geneva, August 1959. This was the first OCR component to employ a computer.

Established a branch library for the Office of Communications, based on a staff study prepared by the CIA Library at the request of the Director of Communications. Commo transferred two positions to OCR for this purpose.

May — Memorandum from AD/CR to DDI, 12 May 1959 Progress Report on OCR Program to Implement Recommendations of the Consultants and Task Teams.

The CIA Library began to change its book classification scheme from the Intelligence Subject Code to the Library of Congress system. Anticipated to take ten years.

June — DCID No. 2/5 on Procurement of Foreign Publications was revised, effective 26 June 1959. It changed the Procurement Committee designation from PROCIAC to PROCIB.

The Air Force Aeronautical Chart and Information Center (ACIC) assigned two research personnel to the Industrial Register for purposes of specialized exploitation of portions of IR files.

OCR issued pamphlet Searching for Information as a guide to OCR services, files, and collections.

DCID 1/4, April 1958, revised June 1959 to reflect change in the Documentation Committee name from CODIAC to CODIB.

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possible to establish that there were traditions in American intelligence, going back to the founding of the country, that provided a historical foundation for building up a CIA heritage to which career employees could point with pride.

The first (and only, as of 1972) Curator of the HIC was ~~(and still is as of 1972)~~ Walter Pforzheimer, who had a large personal collection of historical intelligence items, which he had begun in 1946. The HIC contained fiction as well as nonfiction. The works of fiction were selected according to the following criteria: (1) The books should be based on fact. (2) Any book mentioning CIA should be acquired. (3) Some books were acquired because they ~~ap~~ looked like good reading, in the opinion of the Curator. Mr. Pforzheimer provided for the HIC photostats of some rare items from personal collections, including his own, ~~which he began in 1946~~.

More on the Consultants' Report and the Task Teams

On 12 May Mr. Borel submitted to the DDI a R "Progress Report on OCR Program to Implement Recommendations of the Consultants and Task Teams." In it he summed up the measures OCR had taken throughout the previous year to improve its reference services, especially with regard to improvements in the Intellofax system and revision of the ISC. He ~~Mr. Borel~~ also summed up changes in procedures concerning the procurement and control of open literature, a perennial problem because of dual administration of the publications procurement program by CIA and the State Department.

Mr. Borel ~~also~~ listed briefly the changes in administrative procedures resulting from the Library Consultants' recommendations.

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such as installation of new divisional quarterly rpporting program, the development of training guides, and the establishment of the ADG. Finally, ~~Mr. Borel~~ he listed various long-range problems and lines of action, such as the pending decision on Minicard and the encouragement of analysts to educate themselves on the application of computers to intelligence data processing. In the latter regard, Mr. Borel felt that the efforts of CIA to organize an Agencywide approach

25X1A9a to computer applications plus the return in 1960 of [redacted] from his special training in that field ~~would~~ seem to promise increasing OCR responsibility there, including closer cooperation with offices undertaking specific applications.

Book Cataloging Systems

In May OCR's book cataloging staff began conversion from the ISC to the Library of Congress (LOC) system. The books would have had to be recatalogued in any case, because of the revision of the ISC then under way, and the decision to adopt the LOC system was based on a desire to take advantage of the many and readily available professional cataloging services of the LOC and to be compatible with most other intelligence libraries. The ~~xxxx~~ conversion process was expected to take 10 years; in fact, it took only 5, being completed in October 1964.

OCR Handbook

One of the Library Consultants' recommendations had been that a handbook on OCR services should be available. In June 1959 Searching for Information was issued. This was a brief guide to OCR's services, files and collections. It was followed with a

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series of reference aids published by OCR as more detailed guides to its services and facilities. These were on Photographs and Motion Picture Films (CIA/CR 25, June 1959), Non-CIA-Produced Cables (CIA/CR 25.1, June 1959), Document Processing (CIA/CR 25.2, November 1959) and Machine Support Services (CIA/CR 25.3, December 1959). (Copies of these reference aids are available in the CRS Historical Files, Room 1H5102 Headquarters.)

More Consultants

In June OCR brought in two well-known library building

25X1A9a [redacted]

Library, to review its plans for the reading room and reference facilities in the new CIA building. Various changes in layout were agreed upon and were subsequently negotiated with the building architects.

Beginning on 15 June the Document Division for the first time used document coding performed by another ~~ag~~ USIB agency--Air Force. This action freed indexers to support the CIA Minicard test and set a precedent for cooperative processing in the intelligence community.

World List of Future Meetings

~~The~~ In recognition of the intelligence potential of international conferences, OCR, with support from the NSF, arranged with the Library of Congress to produce a monthly unclassified World List of Future International Meetings. The first issued was ~~as~~ published by the GPO in June 1959.

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It was more comprehensive than any government or private publication of its kind, or combination of them. covering over 2,000 meetings each month. (OCR continued to support the World List ~~xxxxxxxxxx~~ through the end of ~~Fiscal~~ Year 1967, when ~~it~~ because of budgetary pressures it had to terminate its funding. The NSF continued to support the list~~, however.~~)

Automatic Data Processing

At least in part because of Mr. Borel's August 1958 memorandum calling for a Management Staff study of the Agency's computer needs, such a study was completed in early 1959 and approved by the DCI in May. The study concluded that CIA needed a composite data processing program and recommended that a data processing committee be established, that a review be made of the end products from existing data processing installations to ascertain current requirements for them; that MS conduct a study to ascertain how existing machine installations could be centralized and to what extent computer-type machines could replace existing machines under centralized conditions; and that computer requirements be established by the DDI operating offices.

On 25 June CIA Notice 7-200-2 established an Automatic Data Processing Committee (ADPC) to provide Agencywide guidance and authoritative screening for all aspects of data processing requirements and equipment to serve such requirements. The Committee was to deal with the utilization of existing automatic data processing machines for existing and ~~new uses~~ new purposes, compatibility

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of new and existing machines, value of end products and assessment of costs against end-product value. The DDS provided the Chairman of the Committee, [redacted] 25X1A9a and the DDS, DDI and DDP each provided a member. The DDI member was Mr. Borel.

Even before the establishment of the ADPC, CRAG was considering methods of ~~training~~ training Agency personnel in how computers worked, what they could do and how to program them to make them do what they could. In early July 12 officers from O/DDI, ORR, OSI, OCR and DDP were selected for special training in electronic data processing machines (EDPM).

More personnel cuts

The OCR authorized personnel ceiling dropped from 853 in FY 1958 to 761 by the end of FY 1959. Transfer of SD, with its 62 slots, accounted for the bulk of the decrease. In the OCR Annual Report for FY 1959 Mr. Borel stated that more reductions were in prospect and costs of operation and some categories of receipts were on the rise. Therefore, he said, OCR clearly faced mounting pressure to do more with less--by automation, through improved procedures, and by reevaluation and elimination of low priority activities.

CRAG--FY 1959

By the end of FY 1959 CRAG's efforts had included reviews and evaluations of biographic service on economic personalities, the processing of trade fair information, the mission of IR, and the CIA Library's system for dataloging books. The committee also

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In July 1959 [redacted] became the first OCR person to attend a senior service school--in this case, the Army War College. He was to be gone for a year, during which time his

25X1A9a

Deputy, [redacted] would serve as Acting Chief of BR.

Possible EDPM Applications

In accordance with the MS study recommendations, with DDI oral instructions to the IADs, and with instructions in N 7-200-2, CRAG investigated possible EDPM applications in the DDI area. Their conclusions were presented as CRAG 9/2/59 in August. CRAG found that the nature of many functions performed in the DDI area was similar to cases in which EDPM applications had succeeded. They noted that the mere existence of such areas did not necessarily mean that a computer must be obtained. First, they must ascertain whether application would mean improvement, which improvement would be gained by securing greater accuracy and more timely data, greater relatability among data, potential for expansion, needed data not previously available, and economy of time, manpower, space or money.

CRAG concluded that the need for securing some of the above objectives was clearly indicated in various DDI situations. As far as OCR was concerned, they noted that:

1. The volume of incoming information exceeded processing capabilities based on existing manual or EAM techniques.
2. The proportion of receipts that could be fully processed was declining.

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3. Service from existing facilities was becoming slower as the size of the several indexes increased.

4. Quality of service in terms of listing, subject correlation, updating and display was declining or not offered because of the limitations of staff and equipment.

CRAG also found ~~[illegible]~~ indicated applications in ORR and OSI. They concluded that the rapid evolution of the computer and the existing level of its capabilities in information processing offered significant potential support for and improvement in the quality of information in the DDI area.

CRAG then recommended:

1. That their report be sent to the ADPC in compliance with the call for the computer requirements of the DDI area.

2. That it be the policy of DDI operating officials to develop staff competence in the computer art and to conduct continuing and intensive planning for and testing of applications of automatic data processing equipment to DDI programs.

3. That an EDPM feasibility study for the DDI area be undertaken. The scope of this study was to cover the requirements of all DDI offices and also to determine (1) what MT computer requirements should be met from within CIA; (2) the role of the Minicard system in an assumed computer center; and (3) what use could be made of the excesss capacities of the prospective DDP WALNUT computer (a special-purpose biographic system) and the DDS ~~[illegible]~~ RCA-501.

The DDI approved the CRAG recommendations on 21 August.

Mechanical Translation Again

In late 1959 General Cabell, the DDCI, decided that a more

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June — Reference Aid on Photographs and Motion Picture Films, first in a series (CIA/CR 25) of reference aids published by OCR as guides to its services and facilities. PUB

Reference Aid on Non-CIA Produced Cables, second in a series (CIA/CR 25.1) of reference aids published by OCR as guides to its services and facilities. PUB

The first issue of the World List of Future International Meetings appeared, published by the Library of Congress and sponsored by the Liaison and Collection Division, OCR. Preliminary discussions regarding this type of coverage were held with the Library of Congress as far back as 1954. PUB

Agency Data Processing Committee (ADP) established 25 June 1959 (Notice No. 7-200-2) with AD/CR representing DDI. PROCESSING

The Document Division for the first time utilized the document coding performed by another USIB agency (Air Force), based on the ISC.

July — Report on Office of Central Reference, by [redacted] 31 July 1959. A study to determine mechanization requirements of OCR. 25X1A5a1 25X1A5a1

25X1A9a [redacted] Chief, BR, first OCR person assigned to Army War College for one year. PERS

August — CIA Library ceased staffing Branch Library for the Medical Office. ORG/LY

Memorandum from AD/CR to DDI, 19 August 1959 (CRAG 9/2-59), Computer Requirements in the DDI Area.

October — Report on the CIA Library Acquisitions Program, prepared by [redacted] 25X1A5a1 LY

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formal mechanism was required for providing advice and guidance for the development and implementation of the mechanical translation research program, which Paul Howerton had been monitoring on behalf of the Agency since 1956. General Cabell considered this particularly necessary in ~~view of the fact that~~ inasmuch as the Agency program was moving out of research into the operational phase for translation of Russian organic chemistry literature. Therefore, in September he designated Mr. Howerton the CIA Mechanical Linguistics Project Officer, to be responsible for the preparation of programs of research, development and operations in mechanical linguistics, in consultation with the CIA Mechanical Linguistics Advisory Committee, which he established at the same time. (Mechanical linguistics was a term somewhat more inclusive than mechanical translation.) ~~the translation from one natural language to another by mechanical means together with all the analytical techniques necessary to produce lexicons and to do structural analysis of languages by machine.)~~ Upon approval of the DCI, Mr. Howerton was to supervise the execution of these programs. At about the same time, CODIB established a Subcommittee on Mechanical Translation (SCOMT) and named Mr. Howerton as its Chairman. Thus, Mr. Howerton was able to represent the Agency position in the community and any community position in the Agency.

The investigation of computer applications in the DDI area moved toward implementation in December 1959 with the appointment of OCR's Joe Becker to the DDI's staff as head of the DDI Feasibility Team, later the Automation Group. Inasmuch as Becker was still assigned to the Western Data Processing Laboratory, UCLA, and was not expected back until June 1960, Albert Highley of the DDP was chosen to direct certain

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November — Reference Aid on Document Processing, third in a series (CIA/CR 25-2) of reference aids published by OCR as guides to its services and facilities. • PUB

December — Reference Aid on Machine Support Services, fourth in a series (CIA/CR 25.3) of reference aids published by OCR as guides to its services and facilities. • PUB

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pre-feasibility studies.

1960

Effective 4 January 1960 John Vance accepted an assignment to the staff of the Inspector General. Replacing

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him as SA/AD/CR was [redacted] of LCD.

DCID 2/1

On 9 March DCID 2/1 (New Series), "Coordination of Overt Collection Abroad," was issued. This DCID, initiated by OCR's LCD, served to implement in part NSCID 2, "Coordination of Collection Activities." It superseded DCID 2/1, "Implementation of Coordination of Collection Plan," dated 25 October 1948. OCR originally hoped that in the revision of DCID 2/1 agreement could be reached to form a USIB Committee to Coordinate Guidance for Overt Collection Abroad. This was rejected by all USIB representatives, however, and was also opposed within the Agency by OSI and ORR. The consensus was that certain aspects of the problem of coordinating collection were already the responsibility of existing USIB subcommittees. Other aspects of the collection problem were not considered appropriate for resolution by committee but ~~should be handled~~ by the parties concerned on an ad hoc basis.

Mr. Borel did not wholly share this view, feeling that guidance to the field, follow-through on requirements and evaluations, the development of mutual support programs in overt collection, field-headquarters relations, and awareness in Washington of what was already available were problem areas, concerted attack on which would yield impressive results. He nevertheless went along with the others because he felt that

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these dividends would be forthcoming only if the members of the community were solidly behind a committee approach. Inasmuch as this proposal did not get into the DCID, its final form was little changed from the 1948 Directive, except for the introduction of clarification and additional detail.

LCD subsequently stimulated the production of a new DCID concerning exploitation of US Government officials.

Revised ISC

In March the revised edition of the ISC with the new Area Classification Code was published under the auspices of CODIB. Copies were distributed to the USIB member agencies. OCR planned to begin using the new codes in the Intellofax system upon completion of indexing and machine procedures and necessary training.

Records Reduction

In April Mr. Borel reported to the DDI on the status of OCR's records reduction program in anticipation of the move to the new building. In the first 4 months of the year OCR had disposed of 3,780 cubic feet of files--12 percent of its total holdings. Mr. Borel estimated that by the time OCR moved to Langley it would have disposed of a minimum of 8,000 cubic feet of material--25 percent of the total holdings.

End of Minicard Test

The Minicard test was concluded in April 1960, and OCR management, taking into account the negative findings of the working group conducting the test plus office budget and personnel pressures and the relative use of Intellofax in the

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overall office reference picture, decided against adopting Minicard. The equipment, spare parts and supplies were released to PIC to augment their proposed Minicard installation.

Following completion of the Minicard test, improvements in the Intellofax system, based on experience from the test and improved IBM and other equipment, were studied by an OCR working group. The group's recommendations calling for (a) coding uniformity, as the technique most likely to achieve a high recovery rate of documents satisfying any given request, and (b) greater selectivity, as the means of achieving a higher rate of relevance among the documents recovered by machine searches were approved and were incorporated into an improved system using the revised ISC as the indexing mechanism.

25X1A9a Another [redacted] Trip

25X1A9a During April-June [redacted] again took an overseas

25X1A9a trip on behalf of OCR. Accompanied by [redacted] the CIA Librarian and Secretary of PROCIB, he surveyed publications and graphic materials available in Africa south of the Sahara. The two men also attended the Second Conference of Publications Officers, held in Paris.

Congressional Appearance for Mr. Borel

On 13 May Mr. Borel, along with Mr. Houston, the General

25X1A9a Counsel, and [redacted] appeared before the House Committeee

FOIAb3b1 on Science and Astronautics, at its invitation, to outline the CIA views on machine translation. He reviewed the history of CIA involvement in MT research, discussed the needs for MT, mentioned the problem areas encountered and discussed the possibility of an

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eventual central facility for MT and the development of coordination of MT activities among government departments.

~~During the same month Mr. Borel accompanied members of CODIB and its Subcommittee on Machine Translation, the OTA Advisory Committee on Mechanical Linguistics, the OTA ADPS, the DDI Automation Staff and others to the [redacted] New York, for a briefing on a new IBM proposal for an MT facility.~~

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In June a proposal to support the [redacted] MT project in the amount of $445,000 was approved to develop operational capability in five disciplines--organic chemistry, physical chemistry, economics and high energy and solid state physics.

CODIB Subcommittee on Classification

In May the CODIB Working Groups on the ISC and on the Revised Area Code were consolidated into a Subcommittee on Classification. This body was to establish procedures for revising the ISC and for approving any changes, deletions and additions thereto. OCR's Document Division provided the Chairman, [redacted] Chief/DD, and Vice Chairman, [redacted] SA/C/DD. The first mission assigned the new group was a study of an Army proposal for a joint system of indexing finished intelligence publications.

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More OCR Information for Capitol Hill

In addition to his appearance before the House Committee on Science and Astronautics, ~~the~~ Mr. Borel (and other OCR officials) during FY 1960 provided information to the Senate Committee on Government Operations and

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briefed its staff members during the committee's survey of scientific documentation and information processing programs. The Committee's published report, Senate Document No. 113, Documentation, Indexing, and Retrieval of Scientific Information, included the following comments on CIA's progress in this field, as cited in the OCR Annual Report for FY 1960:

> The staff was much impressed with the advanced stage of the Agency's automatic data processing activities, and by the fact that the CIA has developed a number of comprehensive independent systems to meet its special needs, as well as machines to implement these systems. It is the opinion of the committee staff that the CIA and the AEC have made the most progress and achieved the greatest advancement of all Federal agencies in the field of information processing.

Personnel Changes and Cuts

25X1A9a In late [redacted] resigned as Chief of SR to become head of the Nashville, Tennessee, city library system. The following month, [redacted] was named to succeed him as soon as he himself returned from the Army War College (July). In the interim, [redacted] was Acting Chief, SR. [redacted] became Chief, BR, after [redacted] moved to SR.

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[redacted]

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In 1959 the DDI ordered OCR to effect certain reductions in personnel by 30 June 1960. Mr. Borel subsequently concluded that it was prefereable to eliminate a discrete unit rather than

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Year - 1960

Month

January — 25X1A9a John K. Vance, SA/AD/CR, detailed to IG Staff. 25X1A9a [redacted] appointed SA/AD/CR vice John K. Vance.

Memo from AD/CR to DDI 14 January 1960 covered major tasks and activities (involving five or more people) that were eliminated or curtailed from 1 July 1955 to 1959.

25X1A9a — Report of the study of the role of the Industrial Register in support of intelligence research in the DDI area prepared by Ad Hoc DDI Review Panel for the Industrial Register ([redacted] Chairman). 15 January 1960.

March — DCID 2/1 (New Series) issued 8 March 1960, Coordination of Overt Collection Abroad, was a revision, initiated by OCR, of DCID 2/1, 25 October 1948.

25X1A5a1 — OCR began searching some months prior to March 1960 for equipment to replace photostatic system in use for copying documents. [redacted] selected to fill requirement and run tests.

April — Minicard Project dropped by OCR. Equipment given to PIC.

Extensive records disposal program accomplished by OCR prior to move to new Headquarters Building.

May — Statement was made by AD/CR and others on Machine Translation before Congressional Committees.

June — Radio Stations Branch of the Special Register abolished (30 positions).

Army began providing CIA with Actifilm copies of some of its material. OCR found the Actifilm compatible with the aperture card files and the Actifilm was interfiled.

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allocate cuts across the board and thereby reduce further the operational capabilities of several units. Because the mission of SR's Radio Stations Branch was in many respects less closely related to the main thrust of CIA responsibilities, he selected it as the unit to abolish in order to save 30 people.

~~[redacted]~~ By the end of FY 1960 ~~During FY 1960~~ OCR's personnel ceiling had been ~~was once again~~ reduced to 725, ~~by the end of the fiscal year~~. Three slots--two from ADG and one from SR--were released to the DDI for ~~the~~ his new Automation Staff. The abolition of RSB/SR took 30 positions, and three Library jobs were also dropped. The majority of persons involved were reassigned within OCR; eight transferred to other Agency components; five elected to resign to accept non-CIA employement.

25X1A9a ~~At the beginning of the new fiscal year,~~ [redacted] ~~Chief of the ADPC, suffered a heart attack. OCR alumnus Joe~~

25X1A9a ~~[redacted] Chief of the DDI Automation Staff, was named Acting Chairman of the ADPC in his place.~~

In August OCR made several presentations to the Presidential Joint Study Group (JSG) investigating the intelligence coordination mechanisms of the US Government. These included requirements and collection guidance, a plan for a central requirements registry, requirements for foreign publications, and the uncoordinated proliferation of requirements. In 1961 OCR was to become involved in carrying out several of the JSG recommendations.

Staff Study on a Revised Intellofax System

A staff study presented on 24 August by the Chiefs of DD and MD, the CIA Librarian and the head of the ADG presented proposals regarding organizational requirements of a modified Intellofax system.

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Intellofax system. Their major recommendations were that a coding manual and dictionary be adopted and maintained as standard tools for document processing and retrieval, that the indexing of finished intelligence be eliminated from the Intellofax system and be serviced through reference to the IPI, that the three divisions (DD. MD, Library) continue to participate in major input decisions affecting retrievability, and that the revised Intellofax system be put into operation within OCR as soon as possible. Mr. Borel approved this study on 30 August.

Facsimile Transmission Study

With the move of CIA to Langley pending within the year, CODIB decided that it was both necessary and desirable to make plans for the rapid transmission of documentary materials among the respective headquarters of its members. To develop the requirements for such a system and to examine the various media that could be used, they established a Working Group on Facsimile Transmission, at OCR suggesion. [redacted], Chief of the ADG, was named to head the working group. 25X1A9a

Revised ISC

Full implementation of the revised ISC was effected on 1 November 1960. To improve the quality of indexing and to accomplish greater uniformity of input, two working aids were developed and published in collaboration with ADG, CIA Library and MD--an Intellofax Manual and an indexing dictionary. Three coding experts from OCR were detailed for several weeks to ONI, SAC, and USAFE to instruct service personnel in the use of the revised code. Fifty other persons from USIB agencies attended

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DD training classes in application of the revised ISC.

1961

25X1A9a Effective 13 January 1961, [redacted] Chief, IR,
25X1A9a since 1953, became Chief, LCD; [redacted] Chief, LCD
25X1A9a since 1951, became Chief, GR; and [redacted] Chief, GR.
since 1947, became Chief, IR. The purpose of this shift was to provide managerial development opportunities to the individuals involved.

Formation of IRG

In January the Chiefs of the three divisions involved in the Composite Group (MD, DD, Library) recommended that the term "Composite Group" be dropped and that the combined effort to provide reference service from coded raw intelligence reports be known as the Intellofax Reference Group (IRG). Their reasoning was that Composite Group gave users and potential users virtually no indication of the results that could be expected, while the term Intellofax was widely accepted, and its definition, including its limits as well as its strengths, was spreading through improved briefings and more precise usage in training courses and descriptive lectures. Their recommendation was accepted, and the name was changed.

Joint Study Group Recommendations

On 18 January the President, with minor qualifications, approved the 43 recommendations of his Joint Study Group. The implementation of a number of these recommendations affected the DDI area, and some required DDI initiative. Several addressed themselves to changes in the manner in which requirements and guidance to collectors were handled. Among these were the

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following, as quoted by the DDI in a memorandum for the IAIDs on 30 January:

> 21 /That/ the USIB establish a central requirements facility, initially to coordinate all requirements levied for clandestine and signal intelligence collection, and if successful, subsequently expand its operations to other types of requirements. Personnel assigned to this facility should be drawn from existing requirements personnel of the member agencies.
>
> 22. /That/ the new central requirements facility use the CIA's OCR as its reference facility.
>
> 23. /That/ the USIB establish a program for the integration of all collection requirements manuals into a compatible series of coordinated guides; likewise, the creation of integrated requirements guides on a country-to-country basis setting forth the specific collection requirements and responsibilities of each department and agency concerned.

The DDI directed the AD/CR to initiate appropriate action on his behalf and to serve as coordinator for such action as might be necessary to implement these recommendations and related matters.

Computer Surveys

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During January-Feburary both [redacted] conducted 6-week surveys of the DDI computer need. Both submitted their reports to CIA in March. In brief, the [redacted] paper recommended that the DDI upgrade its machine operations to the computer level and simultaneously undertake a major system design effort to meet future needs. The [redacted] found that the DDI was seriously ~~behind~~ behind the state of the information handling art and computing efforts in other parts of the community and recommended that a very large

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scale effort be launched immediately, with heavy contractor participation, to restructure and automate wherever feasible CIA's information processing.

~~The following month~~ In April a the DDI Automation Staff issued a paper recommending that the DDI establish a Computer Center, implement production applications on the computer in direct support of DDI intelligence officers, and undertake a major system design effort in the document and information retrieval field. Reactions from the IADs to the Automation Staff's paper were submitted during May and June. They were generally favorable, endorsing the basic recommendation that the DDI should establish a computing capability.

Mr. Borel still felt that the ultimate goal should be a CIA Computer Center, embracing the capability to meet the needs of DDI, DDS and DDP. Assuming, however, that no CIA-wide center could then be had, he strongly opposed the creation of another CIA operational component in which to vest responsibility for managing a DDI computing facility. Instead, he felt, the CIA ~~ADPS, ADP, ADPC~~ ADP Staff (a new creation under the DDS to be operative as of 1 June, with [redacted] as Chief) should conduct the exploratory phase of systems development and experimentation in the DDI area and that any computing center resulting from such exploration should be placed as an operating component under AD/CR. He also recommended that the DDI Automation Staff should be ~~not~~ abolished as a separate component in view of the creation under the DDS of an Agency ADP Staff ~~(to be effective 1 June, with [redacted] as its Chief, as well as Chairman of the ADPC)~~. ~~The AD/CR~~ Mr. Borel also recommended that CRAG play the dominant role in developing

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objectives and plans concerning the computer center.

Some of Mr. Borel's recommendations were accepted. When the CIA ADPS was created in June, the DDI Automation Staff and the CIA Management Staff were both abolished. Ceiling authorizations and selected personnel from these two staffs were combined to form the ADPS.

In September the DDI, Mr. Amory, formally approved the Automation Staff's proposal for developing a DDI computing program. Colonel White, the DDS, approved the EDP development program for the DDI the following month. [redacted] scheduled to begin in January 1962 it was to be called Project CHIVE.

The ADPS was charged with implementing the EDP development program for the DDI area with the assistance of the offices of the DDI. The staff was to report operationally to the DDI in carrying out its assignment but was also to keep CRAG fully informed of its activities within the DDI area. The program was to be developed within a DDI-wide context, taking into account computing activities elsewhere within the Agency and the community, as necessary. The program called for the establishment of a single Computer Center for the DDI area, which would be established and operated by the ADPS during its developmental period and then assigned by the DDI within his area as he deemed appropriate. The program was to be planned, controlled and executed predominantly by CIA personnel. Contractors were to be employed only to provide certain technical skills not available within the Agency but needed in carrying out the overall DDI

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development program.

OCR assistance was to be needed for many parts of the DDI computer program. The ADPS planned to do as much as possible of the preparation of data for input for a special project, but it planned to call for assistance from the office sponsoring the project or from OCR, where such skill skills already existed in high degree, depending upon which office was more appropriate to the task at hand. An intimate working relatiohsip between ADPS members and the components of OCR was also considered necessary to the effective pursuit of the systems design effort. In addition, rather than establish an independent EAM facility to support the computer program, the ADPS planned to look to OCR to provide this type of support via already established facilities. Finally, the initial hardware element of the DDI Computer Center was to be located in space assigned to SR/OCR, and the ADPS card and tape punch equipment was to be housed within the Punch Unit of SR.

More on

Facsimile Transmission

In February the CODIB Working Group on Facsimile Transmission Service concluded that interagency facsimile service was not justified at that time because the problem of secure transmission had not been resolved, because of the cost, and, principally, because the existing courier system would suffice. The group then disbanded. (OCR would later take up study of this problem on its own.)

[redacted] on MTs

[redacted]

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Still more on MT

25X1A9a

At its 27th meeting, on 2 February, CODIB, on Paul [redacted] recommendation, dissolved ~~its Subcommittee on Mechanical Translation~~ SCOMT. (SCOMT). One of the primary reasons for doing so was that an Inter-Agency Committee on Mechanical Translation Research had been established, under the chairmanship of the NSF, and including as representatives the same individuals from USIB agencies that were on the ~~former~~ CODIB subcommittee. Recognizing that the NSF-chaired group was broader in its membership and interests than ~~the~~ SCOMT, and wishing to maintain direct contact with MT activities, CODIB ~~also~~ designated Mr. Howerton as their liaison representative to that committee. He was also in addition to his ~~role as~~ CIA representative.

SR Reorganization

As a first step toward an "all source" service concept, SR was reorganized in March. The reorganization provided for counterpart components in SR for most of the other OCR divisions, thereby permitting more substantive and professional collaboration between these units. It was designed primarily to better serve ~~some~~ consumer interests.

DCID 2/8

During 1960-61 exploitation of US Government officials engaged in TDY travel or receiving foreign visitors resulted in reporting improved in both quality and quantity. The value of this source attracted USIB attention to the extent that DCID 2/8 (New Series), "Domestic Exploitation of US Government

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Organizations and Officials," was approved and distributed on 21 March. It was originally drafted by OCR. By May 1961 ~~the~~ Mr. Borel was able to state that DCID 2/8 ~~and~~ had already begun to facilitate the work of the Collection Branch of LCD.

Central Requirements Registry?

In response to the JSG recommendation 22, a study was undertaken in March 1961 to ~~deign~~ design a system for the operation of a Central Requirements Registry within CIA to reduce undesirable duplication in levying collection requests on field collectors, to provide more effective tie-in between requirements and responses, and to improve feed-back from consumer to collector. LCD chaired a joint DDI-DDP Working Group, composed of representatives from Requirements Staffs, collection components and OCR's ADG, which developed a plan for the operation of such a Registry within CIA that could be extended to include the indexing of all requirement for the intelligence community--that is, a National Requirements Registry. The Working Group then proposed to activate the systems design and to build an initial data base. The proposed Registry could function independently within the framework of the Liaison Staff (as it was known by the time of the Working Group report, in August 1961) or as an integral part of a Central Requirements Facility.

At the outset, the Registry was to have as its mission the indexing of all Collection Requirements (ad hoc and guide-type) originating within CIA or served on CIA by other USIB members for collection action, exclusive of those already levied

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FOIAb3b1 on such components as [redacted] the CIA Library (for foreign publications procurement) and NPIC. The Registry was to support the comprehensive file of collection directives maintained by OCR through a mechanized index to the file. It would enable OCR to better serve as the communication link between the customer and the collector. Moreover, it would make possible a consultative service, through OCR/LS, to both customer and collector on the correct expression of requirements and the gross assets available for collection.

Briefing Paper for Kilday Committee

On 2 May Mr. Borel submitted an extensive briefing paper on "The Central Reference System" in response to the IG's request to all Deputy Directors for such papers. The briefing papers were to be supplied to Congressman Paul J. Kilday, Chairman of the CIA Subcommittee of House Armed Services, who was anxious to establish a record of review of CIA activities on the part of the Subcommittee.

25X1A9a Another Post for [redacted]

25X1A9a [redacted] In June 1961 the NSF asked that someone be named as representative of CIA to work with the NSF at the policy and programming level ~~in June 1961, at the request of NSF for such a person to be designated~~. In naming [redacted] to the post, Mr. Borel noted in a letter to NSF Director Dr. Alan Waterman

25X1A9a that because [redacted] had been CIA representative on the Federal Advisory Committee on Scientific Information, headed by the NSF, he would provide continuity of representation in this important area.

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Liaison Activities Again Reorganized

In July the Collection Branch of LCD, with 10 positions, was transferred to [redacted] 00/CD. LCD was renamed Liaison Staff (LS). The International Conferences Unit was transferred from LS to BR, with one position.

The merger of Collection Branch and 00/CD had been the subject of informal discussion on the working level for several years. The mission and functions of the branch were the same as those of 00/CD, except that the sources in Collection Branch's case were government employees rather than nongovernment employees. Moreover, the branch's mission and functions did not resemble those of its parent office, and with existing and prospective pressures on OCR's basic information storage and retrieval responsibility, the office found it increasingly difficult to provide a level of support that would permit the development of the activity's high potential. Mr. Borel therefore recommended that for the benefit of the Agency and the intelligence community as a whole, the branch be combined with 00/CD.

Biographic Responsibilities Merger

As of 1 July responsibility for the control of biographic information on political and other personalities was transferred to CIA from the Department of State. The files and a few of the personnel of State's Biographic Information Division were merged with OCR/BR, which gained 67 slots in the process. Physical merger was delayed until BR moved to the new building in November.

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Background of SCIPS

In June 1960 CODIB had notified USIB that it was timely to give serious consideration to the conduct of a general systems study of the information processing problems of the intelligence community. In September USIB directed CODIB to recommend "guidelines for the development of information processing facilities in the community, including, if necessary, the conduct of a general systems study." In December the Presidential Joint Study Group recommended that "The USIB should monitor efforts to develop automatic systems to store and retrieve intelligence information and the extent to which compatibility of systems is assured." The following February CODIB recommended a study. In March the USIB directed preparation of a plan for study to "define long-range goals, with particular emphasis on considerations attending use of automatic data processing and the development of compatible systems."

In June 1961 CODIB completed the terms of reference for the study, and at its 11 July meeting the USIB approved them. It was to be a comprehensive study of the information processing problems of the intelligence community, looking toward (1) clarification of responsibilities; (2) clarification of compatibility goals; (3) inauguration of an overall community systems concept; and (4) creation of an integrated research support program. Mr. Borel, as CODIB Chairman, was directed to proceed with the selection of a staff director and staff to implement the plan. 25X1A9a [redacted] SA/RR, was designated Acting Staff Director. The staff was named Staff for the

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Community Information Processing Study (SCIPS).

Move to Langley

In September 1961 SR was the first major CIA ~~OCR~~ component to move into the new headquarters building at Langley, and by the end of October all of OCR had moved. The central location of the Library and the Registers was expected to contribute to much greater efficiency and a much closer approximation of all-source reference service (not an all-source file, which would have considerable attendant security problems). At the same time, however, the physical distance of the new building from other USIB components posed problems, which in turn generated increased interest in such developments as secure facsimile or other communication links between community information storage and retrieval systems.

In October ~~XXXX~~ OCR abolished the ADG, considering it ~~its Automation Development Group, which they considered~~ unnecessary now that the CIA ~~AX~~ ADPS existed.

25X1A9a Departure of [redacted]

25X1A9a On 15 December [redacted] submitted his resignation, to be effective on 19 January 1962. In a memorandum to the DDCI he stated that he had "reached a place in life...when... the frustrations of the public servant can be put aside...(to) return to private enterprise." Following his departure, Jack

25X1A9a [redacted] was designated Acting DAD; he served in that ~~capacity~~ capacity throughout most of 1962.

JSG Recommendation 23

Once action was well begun on JSG Recommendation 22, Mr.

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Borel decided that it was time to start on Recommendation 23. A review of intelligence collection guides published by components of the Agency and discussions during the review of a DIA (established 1 August 1961) intelligence guidance manual disclosed considerable differences in opinion about what the scope and nature of guidance to collectors should be. He therefore proposed in December 1961 that a Working Group on Collection Guidance be organized to draft a collection guidance policy and program, which, when approved, would provide adequate guidance to collectors upon whom the Agency levied requirements. Representatives to the Working Group from the DDI production offices and from the DDP were designated in early January 1962.

1962

25X1A9a [redacted] Director of the National Indications Center, was selected in January [redacted] to replace Paul

25X1A9a [redacted] as DAD/CR, but he was not scheduled to assume his duties until ~~mid-May through the end of~~ June. As it happened, he was subsequently detailed to the DDCI's office for a brief time and did not actually take up his duties in OCR until 3 September.

In January OCR devised a plan for providing an all-source service to those customers who desired it. SR was to serve as the focal point for this service and to levy requests on other divisions to send collateral material to SR whenever a customer expressed interest in seeing other than SI documents. No general announcement of this plan was to

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be made, however, because due to SR's manpower and workload problems the service was necessarily to be limited.

SCIPS Activities

In February 1962 [redacted] USIB approved a revised plan of operations for SCIPS. The initial plan was modified by USIB direction to take account of the newly organized DIA's need to emphasize critical information processsing problems while the community simultaneously considered the broader problem areas to which the critical problems related. The study, then, was to have two tasks: (a) identifying information needs and output capabilities of existing major automated or near-automated systems; (b) identifying and measuring the flow of information between nonautomated activities and surveying significant existing information repositories. The result of the SCIPS program was expected to be provision of community standards for (1) the exchange of data and information files between components; (2) formatting of reports or information; (3) indexing and coding of information. It was also to provide a more comprehensive view of the total processing system and identification of critical areas for further study.

The SCIPS study was to involve the full time of at least 20 persons and take about a year to complete. Staffing included representatives from the DDI offices, the DDP, Army, Air Force, DIA, Navy, Bureau of the Budget, DOD/JCS, NSA and the National Bureau of Standards. Participating agencies were slow to detail members to SCIPS, but by early 1962 most of the Staff was on duty and preparing to launch its fact-finding surveys

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and analyses of information processing systems. CIA personnel assigned to SCIPS included four from OCR, six from other DDI offices, and one each from DDS and DDP.

25X1A9a Effective 5 March 1962 [redacted] was detailed from OCR to the CIA ADPS. He was to serve as a consultant on OCR operations; as a liaison officer between ADPS and OCR as well as between ADPS and SCIPS; and as a systems analyst on ADPS studies in OCR areas of interest.

OCR Missile Committee

In May an OCR Missile Committee was established to facilitate the handling of special projects within OCR that concerned missile or missile-related problems; to keep the divisions apprised of current missile developments and indicators in the Sino-Soviet bloc; and to give the Agency research offices concerned with missile intelligence production a better understanding of OCR's support capabilities in this field. Each OCR division was represented on the committee.

MT Research

Between 1956 and 1962 CIA had spent $1.4 million in support
25X1A5a1 of the [redacted] MT Project. In April 1962 Mr. Borel, in a memorandum to the Acting DDI, pointed out that the project had been controversial since its inception and had survived largely
25X1A9a because of the strong stand taken by [redacted] as project
FOIAb3b1 officer. The principal point of disagreement between [redacted] (for whose principal aid in translation the project was initially designed) and the project officer was on how near they had come to achieving an MT operational capability.

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The Project Review Committee questioned whether this was the kind of research the Agency should even be supporting. The attitude of the US Comptroller General on some of CIA's broad support programs tended to question the legitimacy of continued support. Moreover, in the congressional hearings of 1960 on mechanical translation, the Space Committee had clearly indicated that the NSF was to assume leadership in the field. NSF and Defense were by 1962 spending close to $2 million annually on MT research. Mr. Borel therefore consulted with members of the CIA Advisory Committee on Mechanical Linguistics, the Comptroller, the DDR, Chief/FDD, Chief/ADPS, and the Assistant to the DDI (Administration). All agreed that the project should be discontinued. Mr. Borel therefore

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notified [redacted] that the project was to be dropped. OCR/financial support finally terminated in March 1963. OCR planned to participate in the future jointly with the NSF and Defense in a coordinated program of directed research responsive to the priority needs of the government.

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[redacted]

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Requirements Registry

25X1A9a On 27 April the DDI/[redacted] directed Mr. Borel to organize a Requirements Registry, on a provisional basis, with a staff of four, "to provide management type information and subject-area coverage of ad hoc requirements" along the lines set forth in a CRAG study pursuant to JSG Recommendation 22. On 4 May the DDI reaffirmed this decision and also stated that he was forming a CIA Requirements Committee (CIARC), which would "address itself to any requirements policy or priority problem of general concern arising from the conduct of CIA's production or collection activities. Initially, membership on the CIARC was to be limited to the research and reference offices of the DDI area, with other offices to be brought in as necessary. The Chairman of CIARC was the DDI. Mrx Mr. Borel was Alternate Chairman. Support to the Committee was to be given by a Requirements Support Group, consisting of

25X1A9a representatives from various DDI components; [redacted] of OCR was to be its chairman.

In accordance with the DDI's order, Mr. Borel created 25X1A5a1

25X1A5a1 the position of Staff Requirements Coordinator and named [redacted] to fill it; the Requirements Registry was then established

25X1A9a under [redacted] The Working Group on Collectinn Guidance was to phase out as soon as it could pass its findings up to that time to the Requirement Support Group. The latter body was as a first order of business to [illegible] "draft a collection guidance policy and program, which when approved, would provide adequate guidance to collectors upon whom the Agency

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levied requirements."

Effective 4 June a machine-supported CIA Central Requirements Registry was established in LS. CIA requirements and those levied on CIA for collection were submitted to it for registration. The new service was to provide a regularly published management index of requirements sorted according to subject, area, collector and originator. Later, a substantive requirements index consisting of total coverage of all organizations, personalities, subjects and locations included in requirement statements was to be developed and published.

Request Load

By the end of FY 1962, while the ratios of processing and service to the available manpower remained about the same as in the preceding year, the number of requests levied on OCR components increased significantly. The increases were primarily caused by the move to the new building and the shift of various functional responsibilities from the Department of State to CIA. For example, the number of requesters visiting BR in search of personality and organizational information increased 180 percent over FY 1961. A parallel situation taxed the facilities of the Library. Intellofax requests were up 31 percent over the preceding year, and requests for the loan and/or retention of books and documents increased 59 percent. Of particular importance was the transfer from State to OBI of the responsibility for the preparation of the various chapters of the NIS and the inclusion of the responsibility for political biographic

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intelligence into the mission of BR. The OCR Annual Report for FY 1962 estimated that OCR components had expended time equivalent to 40 man years in support of the NIS program during the past year, with the Library and BR accounting for more than half the total. Also important in assessing the overall increased request load in OCR was the increased intelligence interest in several nonbloc areas, particulaly Cuba and Africa.

In order to handle its increased request load, ~~the processing the~~ OCR carefully surveyed the processing techniques employed by its various divisions, and in many cases improvements were introduced, resulting in more efficient processing procedures. Additional pieces of equipment were ~~introduced~~ brought into the processing phases of several of the registers, including microfilm reader-printers, Xerox copiers and other reproduction devices.

End of PROCIB

In July USIB disestablished ~~PROCIB as a USIB committee. PROCIB was one of~~ several ~~USIB~~ of its committees, including PROCIB. ~~Proci~~ ~~phased out of existence~~ The publications procurement ~~[illegible]~~ activities continued, however, under OCR coordinating direction.

Facsimile Transmission Again

Inasmuch as the CODIB Working Group on Facsimile Transmission had reached a negative conclusion in 1961, OCR decided to move ahead on its own. On 3 July 1962 it submitted to the DDS specifications for a communications system designed to handle the transmission of information in documents between OCR and other government agenices, primarily the State Department. Mr. Borel noted that he had recently found that the Xerox

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Corporation had a capability to meet at least part of the requirement and was interested in pursuing the matter further with appropriate Agency personnel. Various sytems were examined over the next 2 years; eventually the Long Distance Xerox (LDX) system was chosen as meeting most of the requirements.

Manpower Review

In July, as part of a governmentwide manpower review program, the DDCI, General Carter, set up an Agency Manpower Review Task Force and established four task teams to survey the overall CIA manpower situation. Task Force Team No. 2 (TFT 2), under the chairmanship
25X1A9a of [redacted] surveyed OCR, submitting its report to the Chairman, the Task Force ~~on Manpower Review~~, on 10 September. ~~TFT No.~~ 2 found many areas in which OCR was functioning efficiently but made a number of recommendations that established "a framework within which savings in manpower may be effected."

Mr. Borel subsequently commented that the conduct of the ~~Team~~ Team members during the course of their study was exemplary and that they tackled a difficult undertaking with energy and keen interest. He also noted, however, that in his judgment, the ~~Task Team~~ TFT 2 findings were not responsive to the purposes of the survey as outlined in General Carter's July memorandum, which called for a review "to develop general conclusions concerning the efficient allocation of manpower" and specifically stated that "the Task Force ~~memorandum~~ will conduct its examination on the assumption that functions and programs presently performed by components will continue ~~as~~ at approximately their present levels...." He nevertheless considered that the ~~Task Force Team's~~ TFT 2

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report was useful in pointing up areas that the investigators believed needed particular attention, and that these areas warranted further study in greater detail than had been possible during the survey.

Mr. Borel then commented on several of the specific recommendations made by ~~the Task Team~~ TFT 2. First he considered their comments on standards and criteria in OCR. The team had stated that "Throughout its history, OCR has taken the position that it is a service unit, hence demands for service, too often, are weighed equally and met wherever possible. This service concept has led OCR occasionally to undertake research on its own." ~~The~~ Mr. Borel stated in response that in his opinion the team had missed a key point--that OCR was the link between collection and research and its activities must remain geared to a reflection of acticity in collection and research. OCR was not in a position to go its own way. It was by definition and intent a serviee organization and must not act otherwise. Therefore, the sole standard for judging OCR must be how well it was able to respond to the demands of reseerchers with what had been eollected.

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The Task Force Team felt that the Priority National Intelligence Objectives (PNIO) guide was one useful measure to be used as a general guide, both for the allocation of manpower to fulfill assigned functions and for weighing demands for service made upon the OCR staff. They felt that If adequate managerial review were given to requests for OCR services, both by the requester and by OCR itself, ~~they felt~~ OCR would be under less onerous demands for services of

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all sorts. To this Mr. Borel replied that indeed flexibility was required to meet changing current needs and that a continual review instead of last minute crash adjustment was desired within or between divisions. He disagreed emphatically, however, that a central reference facility should bind its resources [redacted] exclusively, or even too tightly, to current national priorities. He felt that it must have breadth of coverage to cope with overnight world developments with at least "controlled backlog" depth in substance.

Another of the Team's findings was that a study on the idea of establishing an all-source register "so far as can be determined...was quietly shelved." Mr. Borel pointed out that this statement was "altogether misleading" and that action had been deferred for three reasons: (1) the former physical facilities in OCR made it impossible to undertake a serious effort; (2) the studies undertaken by the CIA ADPS and SCIPS had priority and the findings of those groups was bound to have a bearing on the feasibility of OCR's giving all-source reference service; and (3) the development of NPIC and the changing need for integrating its output would have made any earlier attempt largely a waste of time. He noted that OCR had already made considerable strides in providing all-source service on a limited basis in SR and that OCR had gone further in that direction with the move to the new building. He stated that the concept had been and remained a major OCR goal.

State ERS

In August 1962 OCR was given the responsibility for monitoring and funding the State Department's External Research Staff, a function formerly handled by the DDP. The annual cost at that time

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amounted to $92,000.

SCIPS [redacted] By August, although it was still not fully staffed, SCIPS had completed its first phase of the study and was ready to start the field survey fact-gathering phase, which was to run for 4-5 months in selected information processing activities throughout the community.

Another Borel Trip

In the late summer Mr. Borel once again ventured abroad.

25X1A9a Accompanied by [redacted] Director of SCIPS, [redacted]
25X1A9a SA/AD/CR, and six representatives of CODIB, he attended the International Federation of Information Processing Congress in Munich from 27 August to 3 September. Afterward, members of the group visited other areas in Europe to survey information file holdings and processing procedures.

Project CHIVE

In October the DDI directed a memorandum to all the IADs on the subject of Project CHIVE. He listed the three principal tasks in CHIVE and their current progress:

1. To establish a computer center for the DDI.

2. To implement selected computing and data processing applications on the CHIVE computer in direct support of DDI intelligence officers.

3. To conduct a study and systems design effort to satisy future DDI needs, primarily in the areas of document retrieval and automated information systems.

25X1A9a [redacted] stated that he had recently reviewed the CHIVE program carefully. He thought it was well balanced and timely and

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expressed his full endorsement of it.

The 2-Year Rule

For years OCR had suffered under a staffing problem caused by a rate of personnel turnover consistently much higher than the Agency average. This was due primarily to the monotonous and tedious nature of the duties in many OCR positions, as well as to the lack of promotional possibilities in some areas. The great majority of personnel leaving OCR did not resign but were recruited aaway from OCR by other Agency components, primarily in the DDI, or themselves actively sought transfer to other Agency components. Because of the problem posed by the raids on OCR personnel by other Agency components, Mr. Borel in October 1962 issued CR 20-17, entitled "Release of OCR Employees to Other Agency Components," which established minimum standard 2-year tours of duty for OCR personnel before they would be considered "normally" for release to other Agency assignments. This rule was retroactive in its application and was met with almost uniform complaint by affected personnel, especially with respect to its retroactive aspect.

Cuban Crisis

On 1 November OCR issued How OCR Can Support Task Force "W" a specifically tailored directory of its facilities for the use of the Agency task team appointed to coordinate response to the Cuban crisis. On 20 November the office submitted its "Contribution to Review of Intelligence Activities Relating to the Cuban Arms Buildup, 14 April Through 14 October 1962." This

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was in response to ~~the Cuban crisis~~ a request from the DDCI, who on 15 November established a working group in CIA to prepare the response to the request by the President's Foreign Intelligence Advisory Board (PFIAB) for an all-agency, all-source review of the intelligence activities relating to the Cuban situation. ~~Finally~~ (Information on specific contributions from the various OCR divisions may be found in the chapters of this history dealing with those divisions.) Finally, on 29 November Mr. Borel submitted to the Executive Director, at the latter's request, a memorandum entitled "Post Mortem on Lessons Learned."

In his post mortem paper, Mr. Borel noted that the Cuban crisis had emphasized the increased intensity of the policy-intelligence tie-in; indicated that much was expected of the DDI area in such a crisis; demonstrated the need for maximum support flexibility, precision, rapid reaction time, and clear channels for communicating information; and provided a model to follow (in its ad hoc task team approach) for future crises. It also demonstrated, he said, that in that case, with the exception of high altitude photography no single source or report series was outstanding in reflecting the arms buildup--rather, that the collation of information from literally thousands of reports and from many sources of varying degrees of sensitiviy provided the data required for the policy decisions made.

Within OCR, Mr. Borel stated, this had reaffirmed the belief that an all-source central reference capability was mandatory; that the flexibility and reaction time required

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could not be guaranteed if the centralized information processing activities only paralleled current interest, ignoring areas of the world not currently important; that the Agency was not yet sufficiently aware of the potential of its reference facilities; and that OCR must be party to Agency planning on any given crisis or policy problem at the inception of such planning.

Mr. Borel went on to mention several points concerning Agency relocation plans that he felt should be studied by an Agency planning group, such as the logic of deployment to [redacted] the need for prehostility advance teams to go to [redacted] the confusion existing between vital materials and wartime emergency relocation support materials. Finally, he said, that a "stand-in" or "understudy system" should be developed in calmer times against future crisis situations. Under this sytem, individuals with regional and functional specialization normally working in support components of the Agency (OCR, OO, various parts of DDP and even DDS) would be identified and trained to assist analysts in production offices (ONE, OCI, ORR, OSI), or operational components of DDP. This assistance would be rendered on call by the first-line analysts when a crisis created an undue burden on them. This approach was based on the observation that the impact of a crisis fell unequally upon different individuals and components in the Agency. Just as normal command structure must give way to the task team approach, as being more responsive to the imperatives of a given problem, he said, so could reserve unit assets

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be redeployed to advantage provided there was advance planning against this contingency.

1963

The year 1963 was notable for its high-level OCR personnel changes. By the end of the year the AD had changed once, the DAD had changed twice, the SA had changed, a new Executive/Assistant (EXA) position was established in the O/AD/CR, and the Librarian had changed. (These changes will be dealt with in detail at their proper places.)

Requirements Coordination Staff

In a 6 January memorandum to the DDI entitled "Guiding Collection," Mr. Borel reviewed the situation surrounding this subject and his attempts to clarify the respective roles of OCR and the production offices in the preparation and coordination of requirements and guides. He noted that neither ORR nor OSI saw the need for centralization in the planning and coordination of requirements or guides largely responsive to their individual needs, and which they in any case would continue to have to draft. This position, he said, largely reflected the resistance to change of established practice and disregarded the impact of DIA on how business was to be done in the community. He emphasized that unless CIA spoke as one voice and participated in a CIA-DIA collection guidance program, fewer and fewer specific requirements would be accepted by DIA on the grounds that they were already covered in documents issued by DIA. This would mean that CIA must rely on the returns to requirements that did not precisely reflect its needs.

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Mr. Borel stated that CIA had three choices:

1. To set up a strong central requirements center within the Agency that would function much the same as the office requirements staffs did but would speak with one voice within the Agency and the community.

2. To strengthen the role of the Requirements Coordinator enough to exercise some of the needed controls over the independent office coordination staffs.

3. To make the Registry as strong as possible and thereby provide individual analysts with the means of coordinating their requirements on those occasions when they saw fit to do it.

With this memorandum Mr. Borel submitted a copy of a draft directive on "Guiding Collection of Intelligence Information," which he had previously reviewed with the DDI on 27 November 1962.

On 21 January 1963 the above-mentioned directive was issued as DDI N 50-100-31. Its purpose was to establish a centralized program for guiding the collection of intelligence information. The basic policy was to provide guidance as precise as circumstances permitted and to limit the guidance provided to an amount that could be usefully employed by collectors. Inherent in this approach, the notice stated, was the need to coordinate the CIA program with State and Defense programs in order to minimize unnecessary duplication of effort. The responsibility for supervising the implementation of the program was given to OCR acting under the policy direction of the CIA Requirements Committee. All Collection Requirements issued were to be registered with and indexed by the CIA Requirements Registry

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in OCR. The Registry was to be all-source in its coverage.

Simultaneously with the issuance of DDI N 50-100-31, Mr. Borel issued CR 1-130-7, which relieved LS of responsibility for the coordination of collection requirements add established a Requirements Coordination Staff to carry out the duties in the DDI Notice and to report to the OAD.

25X1A9a The Staff was to be headed by [redacted]

Task Force on Cuba

On 25 February 1963 HN 1-30 announced the creation of a CIA Task Force on Cuba to monitor all reporting on Soviet military personnel in Cuba and to serve as an all-source requirements channel on this subject. Named to head the Task Force was the DAD/CR, J.J. Hitchcock. (He was replaced a month later, however.)

DDI All-Source Center

During early 1963 OCR was involved in planning for a DDI All-Source Center to provide a multioffice secure area for dissemination, analysis, storage and retrieval of all information relative to a given interest regardless of clas-

25X1A9a sifcation or special controls. On 14 March the SA/AD/CR, Mr. [redacted] presented a staff study that attempted "to solidify the concept of the All-Source Center, particularly with regard to centralized support activities." The study recommended, among other things, that the Center's support activities, including truly all-source document receipt, screening, dissemination (SI and TKH only), storage and retrieval, reference service, and

~~requirements~~

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requirements control be centralized under OCR management, and that the OCI Registry and Dissemination components transfer organizationally to OCR. It also recommended that liaison between the Center and ADPS be effected via OCR to focus the Center's interrelationship with Project CHIVE.

As recommended in the staff study, SR began to index, store and retrieve TKH documents in May, and the document dissemination functions of ORR and the SI dissemination function of OCI were transferred to DD, with 20 positions, in June.

New Position in the OAD

Existing and prospective demands upon the management of OCR by April 1963 had reached the point that Mr. Borel decided an augmentation of senior staff personnel was necessary. He therefore requested that the position of Special Assistant (GS-15) be superseded by two positions--an Executive Assistant (GS-16) and a Special Assistant (GS-15). This was approved, and [redacted] moved up from SA/AD/CR to EXA/AD/CR, while [redacted] Special Assistant for Planning, ONE, became the new SPA/AD/CR.

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More on All-Source Center

DDI Notice 50-100-35 of 24 May 1963 announced that OCR would be responsible for providing all-source information support for research and production within the DDI Special Center. Such support meant centralized management of the information processing functions, including receipt; logging and control; screening and distribution; indexing; storage and retrieval;

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and reference service. All-source information was defined as including [redacted] reports resulting from human, SIGINT and reconnaissance collection. Consolidation effected to centralize this support activity involved the transfer of functions, slots and personnel from other DDI offices, ~~including those of OCI's Dissemination Group and ORR's Reading Panel~~.

Some Awards and Personnel Shifts

On 29 May Mr. Borel presented OCR's first quality step increase award to [redacted] Chief/R&A Branch/SR, for his superior contributions in fulfilling the mission of the office. 25X1A9a

In May Mr. Hitchcock was appointed Chief of the newly established Collection Guidance Staff (CGS) in the O/DDI. The following month OCR's Requirements Coordination Staff was transferred to CGS.

25X1A9a [redacted] served temporarily as Acting DAD/CR after Mr. Hitchcock's departure until John Vance was named to the post effective 8 July.

Early in 1963 agreement was reached with the State 25X1A9a Department to have [redacted] the CIA Librarian, serve a tour of duty as Regional Publications Procurement Officer at 25X1A6a the [redacted] He departed to take up his new duties in August. For about a month before his actual departure 25X1A9a [redacted] served as Acting CIA Librarian. Effective 19 25X1A9a August, [redacted] who had been serving with SCIPS since 1961, was designated CIA Librarian.

25X1A9a As stated above, [redacted] received the first QSI in

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in OCR. By the end of FY 1963 QSIs had been awarded to 12 employees in OCR. [redacted] was selected as the Agency's nominee for the William A. Jump Award for Distinguished Career Service in Public Administration, receiving Honorable Mention in the competition and a Meritorious Award presented by the DCI in the presence of the members of ~~the~~ USIB.

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Personnel Losses

The rate of personnel losses during FY 1963 was greater than in any year in the previous history of the office (2.4 percent in FY 1963; 2.1 percent in FY 1962; 1.6 percent in FY 1961). A total of 184 persons left OCR jobs; 78 of these transferred to other Agency components, and 106 resigned. Sucessful recruiting efforts brought the office up to authorized strength by November 1962 and kept replacements reporting for duty on a regular basis during the remainder of the fiscal year. A total of 213 new employees entered on duty--106 professional and 107 nonprofessional. Five senior persons from OCR participated in the field recruiting program, visiting 27 colleges in the East, South and Midwest.

During most of FY 1963 OCR's authorized ceiling was 774, an increase of two over the previous fiscal year (one position added for a librarian in the General Counsel's office; the second added for the Staff Requirements Coordinator). By detail action and double-encumbering several positions, the office continued to operate its Central Requirements Registry and a supporting cadre for SCIPS during most of the fiscal year. In June 1963 the DDI

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gave 20 positions to OCR along with the ORR and OCI dissemination functions. These activities and personnel were assigned to the Document Division and were integrated with other dissemination units. Other changes occurring at the end of the fiscal year were the transfer of the RCS to CGS; the transfer of two positions to the DDI's Foreign Field T/O, one to accomodate

25X1A9a [redacted] assignment in [redacted] and the other to establish
25X1A6a
25X1A6a an overseas slot for the Director of the [redacted] Documents Center (see BR chapter for details of the latter); and the allocation of an additional staff position in the OAD. All of these changes resulted in a year-end temporary ceiling of 793, with a decrease of 15 expected soon after because of Budget Bureau reductions levied on the DDI area. Unresolved at the end of the fiscal year was the problem of allocating 15 additional slots to SR for the operation of the all-source center.

In August the DDI requested 66 slots from OCR's T/O. To supply these, Mr. Borel disestablished IR. Before doing so, however, he conducted a staff study evaluating the impact of such a move. He concluded that complete abolition of the functions performed by IR would result in an undesirable and unncessary loss of support for analysts. He therefore created a reoriented all-source Foreign Installations Branch (FIB) in SR, composed of 31 persons out of the original T/O of 97. Fifteen of the remaining slots went to SR to help establish the all-source center.

Another IG Survey

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In 1963 the IG's office surveyed OCR for the first time since 1956. In the course of the survey the inspectors interviewed 743 persons out of a total OCR staff of 774. By and large, they found the office to be well managed and competently staffed with dedicated personnel at all levels. They noted that at the time of the 1956 inspection OCR had 838 employees. As of 1963, it had only 774, but its responsibilities had expanded considerably. Despite the reduction in personnel, OCR was found to be rendering the intelligence community substantially more service than it did during the years of its largest T/O. This, they felt, reflected the continuing development of mechanized reference facilities, the experience gained by employees, capable management and the advantages accruing from the move to the new building.

Despite generally high morale, the inspectors encountered a recurrent feeling of frustration at various levels throughout OCR. Some of this could be attributed to the inherent monotony and tedium associated with many of its functions. Much of the undercurrent, however, stemmed directly from a feeling by OCR employees that they were not given equitable treatment gradewise with personnel of other components performing similar functions. The inspectors found that the alleged inequities did in fact exist. Because of this situation and the strength of this feeling, the keynote of their report was a recommendation that the Office of Personnel undertake a major classification study of OCR, including comparative analysis with other DDI components.

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Other recommendations were designed to broaden the scope of OCR training practices and enhance individual career development. They proposed the issuance of new regulations to systematize the Agency's Top Secret control procedures and to provide a charter for the overt liaison functions performed by the OCR Liaison Staff. They also felt that there was a need for a new inter-Agency directive to establish GR as a service of common concern in the area of photographic intelligence (not the first time this had been suggested, but never to any avail). Additional recommendations dealt with the security and efficiency of physical working conditions and adjustments in internal organization arising from the recent inauguration of the CGS.

The IG report contained 28 numbered recommendations proposing 42 specific actions. Mr. Borel recommended concurrence with 32, concurrence in part with four, and nonconcurrence with six. Many of these recommdations dealt with individual divisions and will be considered [redacted] in the chapters of this history devoted to those divisions. Some of the others will be mentioned below.

The first recommendation was that the AD/CR rescind the retroactive portion of CR 20-17, the notice concerning the release of personnel to other offices. Upon review of OCR losses by transfer prior to and under the release policy set forth in CR 20-17, Mr. Borel found that the conditions that led to the inauguration of the policy had eased and that OCR could control the problem by other means. He therefore announced the termination of the policy in CR N 21-17, 12 December 1963.

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The second, and most important, recommendation of the IG report was that the DDI request the Office of Personnel to conduct a comprehensive classification study of OCR, with the view to possible general upgrading of positions therein. Mr. Borel agreed that a general upgrading appeared to be justified on the basis of the character and quality of the tasks being performed and that increased opportunities for advancement would materially benefit morale and would contribute to making employment in OCR much more attractive as a career. He noted that although previous efforts of this kind, some of them quite recent, had been disappointingly unproductive, he would again request the Office of Personnel to undertake such a review, citing findings and strong recommendations of the IG in support. As a result, on 4 December the DDI requested that the Director of Personnel conduct a classification survey. ~~Six~~ Division chiefs subsequently submitted planning papers and upgrading proposals for CAD review, and in February 1964 ~~Miss Pat Keefe~~ the Salary and Wage Division started the classification survey. (A general rise in grades was eventually achieved.)

Recommendation Number 3 called for the AD/CR to continue sending OCR officers into the domestic field to assist Office of Personnel recruiters in the screening and selection of analyst personnel. Mr. Borel agreed that this was useful but stated that Personnel had increased its recruiting staff and was at that time able to fill OCR's needs satisfactorily. He agreed that OCR would continue to participate in the recruiting effort on a limited basis, as might be ncessary.

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Recommendation Number 5 called for the DDI to draft and request the DDS to coordinate and issue an Agency regulation designed to:

1. Describe the liaison functions of OCR as the primary CIA point of liaison with all other departments and agencies of the US Government in matters involving the dissemination and acquisition of intelligence information, the briefing and debriefing of US Government officials, and other activities of a generally overt nature.

2. Require all CIA components to maintain with OCR/LS a current list of all their declared personnel engaged in overt liaison with other US Government departments and agencies.

3. Exempt from the above provisions certain CIA components engaged in specialized or covert ~~liaison~~ liaison arrangements with other US Government departments and agencies. Mr. Borel concurred with all of these suggestions. Subsequently, on 5 November a regulation (HR 60-4) entitled "Central Responsibility for Coordination of Interagency Liaison" was published ~~in~~ in revised version, and on 22 November HR 51-2, "CIA Briefing and Debriefing Program," was published. These regulations satisfied the recommendations of the IG.

Recommendation Number 24 called for the ~~transfer~~ referral of the HIC from the OAD to the Library. This transfer was accomplished on 24 September.

In October 1963 16 positions were deleted from the OCR T/O. The office had begun the fiscal year with a T/O of 793; it now had an authorized strength of 777.

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Changes at the Top

Effective 7 October the DDI assigned Mr. Borel temporary additional duty as Special Counselor of the Intelligence Directorate. In this capabity he was to advise the DDI on management matters, with particular emphasis on contingency financial planning. He must have done a good job. On 13 November the DDI's office was reorganized under two Assistant DDIs--for Policy Support and for Management. Mr. Borel was appointed to the latter position. He left OCR in December and was succeeded as AD/CR by John Vance. Effective 27 December

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At about the same time, FDD, with 269 positions, including its domestic field staff, was finally shifted from OO to OCR. [redacted] the Chief of [redacted] became the new DAD/CR, replacing Vance. [redacted] was designated Acting Chief/[redacted]

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vice [redacted] effective 30 December.

1964

In January 1964 OCR was ordered to take an immediate reduction in ceiling of 10 positions. These positions were subsequently eliminated from DD, the Library, MD, SR and [redacted] bringing OCR's staffing complement down to an authorized strength of 985.

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OCR Notice CR 5-11 of 10 February assigned to [redacted] SPA/AD/CR, in addition to his other duties, the responsibility for a continuing critical review and evaluation of the publications of OCR and of all policies and procedures related thereto. In that capacity he was to keep the AD/CR informed on all aspects of the OCR publications program and to represent the AD/CR on DDI or other interoffice committees or ad hoc groups concerned with

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FOIAb3b1 publishing programs.

25X1A9a Effective 17 February [redacted] was appointed Chief/[redacted]

25X1A9a [redacted] Chief/Reference and Analysis Branch/SR, replaced

25X1A9a [redacted] as Acting Chief/SR; he became Chief in his own right on 28 March 1965.

Administrative Staff

25X1A9a In April 1964 [redacted] Chief/Administrative Staf/OCR, since 1949, ~~resigned~~ resigned. [redacted], the SPA/AD/CR, was named Acting Chief, AS, in addition to his regular duties. In April

25X1A9a [redacted] Deputy to the Special Support Asisstant to the DDS serving the DDP, was named Chief/AS. He took up his duties in June.

25X1A9a [redacted] was the first senior officer from the DDS Career Service to be assigned on rotation to OCR. As such he launched an arrangement of distinct advantage and promise for OCR management purposes in the field of information storage and retrieval. ~~There~~ OCR had sought the services of an outstanding DDS career officer ~~had been sought by OCR~~ to bring broad professional support experience to bear on ~~OCR~~ its programs and policies and, over time, to promote increased understanding of DDI information handling

25X1A9a activities on the part of senior officers in the DDS. Mr. [redacted]

25X1A9a approved of the work of his able predecessor, [redacted] but he also helped OCR to break new ground in a number of areas. These included the development of meaningful career plans for OCR support personnel, which promised substantial benefits for them ~~personally~~ personally and for the Agency; the establishment of publications procurement arrangements overseas under effective commercial cover;

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the application of improved systems and procedures for OCR purchasing programs; and the provision of extensive support to Project CHIVE.

SCIPS REPORT

OCR continued during the early 1960's to provide major staff support to CODIB through the facilities of the OAD, and particularly through its EXA, as Secretary of CODIB. The chief preoccupation of CODIB during FY 1964 was the Stage I report of SCIPS and subsequent actions related thereto. After review of the SCIPS final report by CODIB, it was proposed in June 1964 that the name SCIPS be dropped and that a permanent group known as the CODIB Support Staff (CSS) be established, consisting of senior intelligence officers from DIA and CIA (two each), with clerical support from CIA. The staff was subsequently housed within OCR and the slots for the two CIA officers and two clerks were taken from OCR's T/O.

The CSS mission was to support CODIB in promoting means by which the intelligence community could make optimal use of information of intelligenc value, however recorded. The staff was fully operational by October 1964.

In addition to the CSS, CODIB organized various ad hoc task teams to cope with a number of specific problems, such as content control, bibliographies, foreign publications, biographics, and analyst communication. The Bibliographics (later Item Identification) and Foreign Publications Task Teams were chaired

25X1A9a by OCR personnel-- [redacted], respectively.

25X1A9a The EXA/AD/CR, [redacted] continued during this time to act as Secretary for CODIB and was closely involved in the

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day-to-day guidance of the CSS and of the ad hoc task teams.

Handbook on OCR

In June OCR issued a complete revision of its booklet Searching for Information. The new booklet was issued in an entirely new format and entitled Your Information Center--OCR--Office of Central Reference. That there was a widespread demand for a publication of this kind was evidenced by the necessity for repeating the initial printing of 2,000 copies within just a few months. This "Guide to the Resources of the Office of Central Reference," as it was subtitled, provided a description of the organization and resources of OCR, its several information systems and the services available in each of its components.

~~Facsimile~~ LDX

OCR's pushing of developments for a secure facsimile transmission system resulted in FY 1964 in the funding of a research and development effort in this area by the Office of Communications. Preliminary machine testing of the LDX system was undertaken between DD and BR in June 1964. An initial project for transmission between the DDI and State Operations Centers was projected.

T/O Cut

In July OCR was again faced with the prospect of a T/O cut as part of an Agencywide cut. Once again, too, the decision was made to apportion the cut among the divisions, but the major part was to affect those activities in [redacted] and the Library that were amenable to handling by contractual means. The Mr. Vance noted that this cut would have an officewide adverse effect in restricting flexibility to provide the operational testing

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~~support necessary for the Project Staff~~

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support necessary for the rapid development of CHIVE. This time the cut amounted to 64 slots; a further cut of nine more slots was ~~was~~ projected for FY 1966.

CHIVE

In mid-1963 ~~the~~ CHIVE ~~Phase I~~ ended. ~~This was the fact-finding phase.~~ In submitting the Phase I report to the DDI, the ADPS requested that DDI management approve Phase II (systems design). The DDI then established a CHIVE Evaluation Group, composed of representatives from OCR and several other DDI offices, as well as the DDP and the DDS&T. Paul Borel ~~was~~ was Chairman of this group; [redacted] was a member representing OCR. 25X1A9a

After the evaluation of ~~CHIVE~~ the Phase I report, approval was given to proceed into Phase II, which was to be managed by OCR, with OCS giving support by designing a more effective system. The original concept of CHIVE as development of a DDI Computer Center had undergone major modifications after the establishment of OCS and its location, with most of the Agency's computer hardware, in the DDS&T. On 6 April 1964 the DDI issued Notice 50-100-39, announcing that OCR and OCS were now associated in a long-range program for investigation of the application of automatic data processing equipment to the central information storage and retrieval activities of the Agency. This developmental program was to cut across all Agency organizational ~~lines~~ lines in that the information needs of all components were to be considered. The initial design goals were pointed toward all-source and all-topic single-entry-point

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service; both information and document retrieval systems were to be explored. 25X1A9a [redacted] was appointed DDI/CHIVE Officer, in addition to his regular duties. In this capacity he was to represent the management of CIA operating components with the AD/CS in defining program objectives and serving as the primary information channel to Agency management; coordinate relations between CHIVE and Agency operating personnel in such areas as user needs, statistics, testing, organizational and procedural planning; and approve CHIVE scope, tasks, schedules and directions on behalf of higher management.

Work during Fiscal Year 1964 on the Phase II portion of CHIVE consisted primarily of extending and refining preliminary design concepts coupled with some initial testing of indexing techniques. In December 1963 a formal report was issued whose purpose was twofold: (1) to present a set of preliminary functional specifications and (2) to indicate critical problems areas in system design. Succeeding studies addressed themselves to more specific tasks. Detailed design was scheduled to continue through Calendar year 1965, with a target date for initial system implementation on one geographic area (China) in early 1966.

Divisional Reporting

Paul Borel had initiated a system of quarterly reporting from his division chiefs, after having first considered monthly reports. John Vance now decided he would have monthly reports. Effective with the beginning of FY 1965 he called for each division

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and staff chief to submit a "crisply written narrative of no more than 2 pages covering highlights of activities" and including as an appendix a statistical report on operations covering appropriate specifics and a list of any nonperiodic publications, with appropriate bibliographic data and identification of requester.

Proposals for Reorganization

25X1A9a On 31 December 1964 [redacted] submitted to Mr. Vance a paper proposing changes in the organization of [redacted] OCR. The general objectives of such a change were to align similar activities under common management, to achieve greater standardization of procedures and to eliminate overlapping or duplicative activities. Such a reorganization, [redacted] stated, must also take into account maintenance of average grade, appropriate placement of all supervisory personnel, minimum disruption of on-going activities, and consonance with future plans.

25X1A9a

25X1A9a [redacted] proposed basic organization divided the office into a three-pronged breakdown of (1) input/indexing, (2) reference/retrieval, and (3) procurement/exploitation. These would be called, respectively, Documents Group, Reference Group and Publications Group, [redacted] plus Acquisitions Branch (CIA Library).

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The following February [redacted] also submitted a study considering the feasibility of reorganized management of OCR's activities in the pre-CHIVE period (CHIVE was going to require major reorganization, if accepted.) He noted

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25X1A9a that [redacted] approach had considerable merit but felt that continuing FDD's activities as a unique world, which is what the Publications Group would amount to under [redacted] 25X1A9a plan, would be less desirable than homogenizing its activities, now that it had been brought into OCR.

25X1A9a [redacted] main recommendation was to centralize processing and service, in two stages, into two major groups, each to be managed by a supergrade. These would be a Processing Group and a Services Group. The former would include an Analysis Division, Dissemination Division, Machine Support Division and Publications FOIAb3b1 Division, the last to consist of [redacted] plus the Library's 25X1A9a Acquisitions Branch (the same arrangement as [redacted] Publications Group, but on a lower level). The Services Group would consist of an Information Center, a Document Center and the Biographic Register, with the CHIVE China Test Branch added later.

ADP Committee

25X1A9a In March [redacted] was named the DDI representative on the ADP Committee, reactivated by Mr. Kirkpatrick, the Executive Director-Comptroller, under 25X1A9a the chairmanship of [redacted]. The new ADPC was to pull together information on existing and future ADP interest in each Directorate.

Acquisitions Branch Transfer

Effective 1 April 1965, the Acquisitions Branch of the Library was transferred to [redacted] This move had been suggested FOIAb3b1 25X1A9a by both [redacted] in their reorganization proposals. The rationale for the move was that the acquisition

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and exploitation of foreign language material were such closely related activities that it was considered necessary and efficient from a management standpoint to combine responsibility for both in one division.

OCR Program Plans

On 2 April, in response to a request from the Director, Office of Budget, Program Analysis and Manpower, [redacted], 25X1A9a as Acting AD/CR, submitted OCR's program plans and budget projections for FY 1967-70. The major objectives were:

1. Index the mounting flow of intelligence information into the central files, on a selective but all-source basis, and with greater specificity, increased breadth, greater speed and increased flexibility in adjusting to changin requirements.

2. Automate further by moving from EAM equipment to computer support for greater speed, storage capacity and manipulability in processing information received and in providing for fact and document storage and retrieval.

3. Reorganize so as to (a) bring to bear centralized management and/or common procedural approaches, as feasible. to the indexing and retrieval of biographic, graphic, target installation and all other categories of information from both special and collateral sources and (b) provide one central reference point for the retrieval of all-source positive intelligence information.

4. Investigate and experiment with new machines that offered promise of greater speed and efficiency in translation, document retrieval, data transmission, dissemination, graphics storage, cataloging and data input to files.

5. Process and provide service on the basis of the following

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(illustrative) standards:

a. Index and input 4,000 document per day and, against 400 machine bibliography and 5,000 document requests a day, provide 4-hour service for routine and 30-minute service for priority listings, plus 10-minute over-the-counter document service;

b. against 1,000 requests a day for information (fact retrieval) searches, provide 2-hour service for routine and 2-minute service for priority requests.

6. Establish a small staff (5-7 persons) to meet the growing need for a trained cadre capable of continuing systems analysis and/or operations research of the office's large processing activities, particularly when computer supported.

25X1A9a [redacted] pointed out that these objectives did not represent significant changes from previous or existing objectives, merely growth toward a more effective system through improved management with better tools.

Establishment of SAS

With the increasing tempo of CHIVE developments and the great need for continuing review and development of the various systems of operation used in OCR, it became imperative that objective number 6 from the list above be put into effect immediately.

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Therefore, on 27 April, CR 1-130-12 announced the establishment in the O/AD/CR of a Systems Analysis Staff (SAS) to advise the AD/CR on improved methods of operations for the various OCR divisions.

25X1A9a Effective 1 May [redacted] was named Chief of the SAS, with three other officers and a secretary under him.

25X1A9a ([redacted] became Acting CIA Librarian in [redacted] stead, 25X1A9a
25X1A6a pending the return from [redacted] of [redacted]) It was planned 25X1A9a that the staff would be augmented from time to time by the temporary rotation of midcareerists for training purposes and by programming personnel and other specialists as needed for specific developmental projects.

The functions of SAS were:

1. Assist in defining problem areas.
2. Ascertain overall objectives and constraints applicable to problem area.
3. Study ~~present~~ existing method of operation and its rationale.
4. Survey, through available documentation and interview, previous methods of operation.
5. Search for new methods.
6. Compare efficiencies of various alternatives on a cost, manpower and work-flow basis.
7. Recommend improved systems of operation.
8. When recommendations had been approved, develop detailed phasing-in plan.
9. ~~Minor~~ Monitor the phasing-in of a new system until it was fully operational.

More on Reorganization

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F Following upon the various suggestions for OCR internal reorganization by regrouping, the Mr. Vance had some of his senior personnel prepare studies on the proposed plans, primarily on the possible results of establishment of the Processing and Service Groups, inasmuch as the Publications Group had essentially already come to pass with the integration FOIAb3b1 into [redacted] of Accuisitions Branch. The basic point made by the studies was that there was not enough indication of cause for intuitive judgments concerning improvement through reorganization and that more facts needed to be gathered. The studies also noted that the proposed reorganization was in conflict with the CHIVE integrated processing philosophy and that such major change was not only inconsistent with this planning but would probably complicate rather than ease transition into the [redacted] CHIVE world. The studies therefore recommended, in general, that OCR should try to improve its on-going system wherever possible but should not interfere with CHIVE--"the promise of the future."

Personnel Notices

In May USIB approved a directive stating that CODIB would henceforth have a CIA member in addition to its Chairman, still Paul Borel. In October John Vance was named CIA member of CODIB.

Effective 1 July the heads of offices in the DDI who had been designated Assistant Directors were redesignated Directors, and their Deputies were renamed Deputy Direcors. Henceforth, Mr. Vance and Mr. [redacted] were known as D/CR and DD/CR. 25X1A9a

CR 1-? of 19 October announced the formation of the Intel-lofax Reference Service within the Document Division. This was

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the former Intellofax Reference Group of the Library.

25X1X8 [redacted]

25X1A9a Effective 25 October [redacted] was redesignated CIA Librarian, upon his return from his tour of duty on [redacted] 25X1A6a

In late November [redacted] left OCR to become DDI 25X1A9a Planning Officer, a new post. He was succeeded as DD/CR

25X1A9a by [redacted] who was in turn succeeded as EXA/D/CR by Rob[redacted] of OBI's Map Division.

On 17 December it was announced that [redacted] 25X1A9a had been appointed to replace T[redacted] as Chief/Administrative

25X1A9a Staff. [redacted] had previously served as Deputy Chief of Support in the WH Division of DDP. He reported for duty in February 1966.

CHIVE In '65

In July 1965 the Phase III effort on CHIVE was organized as the CHIVE Task Force (CTF), drawing on personnel from both

25X1A9a OCR and OCS. [redacted] chief of the OCS Development Division, was designated Director/CTF, to report to the D/CR.

25X1A9a [redacted] in addition to his other duties, continued to act as CHIVE Project Officer, relating design activities to other Agency components and obtaining advice and assistance from them as required. ~~System analysis and development~~ Bruce

25X1A9a [redacted] was the senior OCR officer under [redacted] as well as 25X1A9a Chief of the Requirements and Plans Group within the CTF.

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The CTF consisted of the entire OCS Development Division (on detail), the OCR SAS, the embryonic CHIVE China Operations Group (COG), a machine-assisted translation project for [redacted] known as ALP (see [redacted] History for details), and a cadre to provide continuity in various procedural, file-building, selection, indexing and other tasks as CHIVE evolved from the initial China test group to other geographic areas. OCR's initial contribution to the personnel of the CTF was to be 54 slots of a total of 75. The office attempted to obtain new positions, but BPAM denied the request, and various other OCR activities had to be reduced or eliminated in order to continue with CHIVE development.

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During August and September 1965 OCR conducted an intensive review of all its operations in an effort to identify those that might be curtailed or eliminated to meet the high priority CHIVE requirement. Wherever possible, they took those positions, and employees, whose activities were closely related to [redacted] CHIVE and who would expect to be associated with the program in the normal course of events. In other cases, they had to levy against other components, such as [redacted] whose relationship to CHIVE was remote. In the latter instances, the ceiling positions were allocated to CHIVE, but the employees concerned had to be accommodated within the reduced T/O of the parent group. Through this process, OCR managed to identify the necessary 54 positions.

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Staffing for Phase III began in earnest with the

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publication on 13 October of CR 65-3, which explained what positions were available and urged OCR employees with a genuine interest in such assignment to apply for positions on the CHIVE Task Force.

The objective of CHIVE Phase III was the creation of the initial element of OCR to perform as an all-source, machine-supported unit having certain capabilities. This initial element, the COG, was to operate in Phase IV in parallel with existing OCR Communist China activities, the parallelism reflecting an insurance principle and not a black-or-white condition.

The target date for completing Phase III was 1 April 1967. This phase was to be considered ended when the D/CTF had carried out a demonstration of system capabilities that would assure the D/CR that:

1. The COG was adequately manned and trained to carry out its functions.

2. The necessary computer programs to support these functions had been developed and tested.

3. A complete set of procedures for the COG and its interactions with the other components of OCR had been specified and tested.

4. An acceptable level of competence had been achieved in indexing, file maintenance and retrieval service.

5. Adequate methods had been designed and implemented to gather management data, including economic parameters, during Phase IV.

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25X1A9a [redacted] Panel

In late 1965, at the request of the President, a study of information handling within the intelligence community was begun by the PFIAB and the Special Assistant for Science and Technology. The study group was known formally as the Joint PFIAB-OST Guidance and Evaluation Panel and informally

25X1A9a as the [redacted] Panel, after its Chairman, 25X1A9a [redacted] Technical Assistant to the Director, OST.

25X1A9a The [redacted] Panel was tasked with providing guidance to the intelligence community in accelerating use of improved methods and facilities for information handling and access and with evaluating in technical terms the true meaning of the enormous and somewhat heterogeneous growth of the community's information pool. "Information handling" was defined as the processing of the various kinds of raw intelligence input, including messages, reports, documents, signals and photographs. Naturally, OCR provided many papers and briefings to the panel over a period of several months.

Another Reorganization Suggestion

One of the CHIVE Task Teams had studied the document delivery system and suggested specific changes in organizational structure within OCR in response to CTF and OCR management requirements. The team addressed itself to the recommendation that "document processing, repository, and service functions" be combined under a single organizational entity. Inasmuch as the implementation of the task team recommendations would have a significant impact on at least four existing OCR divisions,

25X1A9a the EXA, [redacted] examined with the appropriate division chiefs one entire area [redacted]

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chiefs the entire area of document handling and machine support in hopes of arriving at a proposed organizational structure ~~that~~ that would not only offer considerable promise for improvement in the management of existing operations but also facilitate the gradual evolution of these activities into the full CHIVE environment of the future. Discussions with the operating managers did not result in a complete consensus, but there was a common acceptance of such basic considerations as the rationality of combining machine support functions, document analysis and reference activities, and document handling activities.

25X1A9a

[redacted] therefore recommended that as a prelude to more detailed planning with regard to staffing, timing and space considerations, certain principles of reorganization be accepted. In summary, the recommendation involved a new grouping of ~~xxxxxxxxxx~~ functions then carried on in DD, SR, CIA Library and MD. Indexing activities of SR and DD were to be combined as a Document Reference and Analysis Division, which would assume the reponsibility for the Intellofax, IPI and related SR reference activities--that is, this division would perform all document reference activities requiring professional search direction as opposed to clerical retrieval of specifically identified documents. EAM and microfilming activities of MD and SR were to be combined in a Machine Support Division. Document handling controlled by SR, DD and LY sould be combined into a single Document Processing Division and would include receipt, distribution, dissemination and files.

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25X1A9a

25X1A9a As of 15 March 1966 [redacted] was appointed Chief,

25X1A9a Development Staff, CTF, vice [redacted] who was detailed to

25X1A9a [redacted] In May [redacted] succeeded Doug (reassigned) as D/CTF.

LDX Circuit

Effective 29 April an LDX circuit between the CIA

25X1A7b headquarters building and NPIC became operative. This channel was a high-speed, secure, facsimile transmission system that linked the two bodies together. The headquarters building terminal was located in OCR/SR, which was responsible for the record keeping, including maintenance of incoming and outgoing logs and assigning and controlling of message numbers. SR was also responsible for notifying individuals who had received LDX messages and for delivering LDX messages to senior officials within the headquarters building. The LDX circuit was not to replace normal dissemination channels but to provide a rapid means for transmitting critical nonrecord and advance copies of messages, intelligence documents, memorandums, and other materials at all levels of security classification when it was determined that courier or teletype transmissions would not suffice. It was to be used especially as a means for coordinating and reviewing all available information in fast-moving, criticial situations.

25X1A9a ~~In May [redacted] was appointed Director, CTF, vice~~

25X1A9a ~~[redacted] who was reassigned.~~

25X1A9a [redacted] Committee

In May 1966 OCR presented several papers to a DDI Committee on Publications Control, chaired by James W.

25X1A9a [redacted] which was investigating a proposal to centralized dissemination, record-keeping and storing of

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DDI publications, presumably under OCR, which was already doing part of the job and appeared to be the logical place for the whole job. In his final report to the ADDI of

25X1A9a 15 June 1966, however, [redacted] recommended that no attempt be made to put the proposal into effect, for a number of reasons. OCR concurred.

25X1A9a [redacted] Report

In May the ADDI, noting that it had been suggested that combining press and broadcast monitoring in the field could lead to economies in operation, greater speed in receipt of press information, elimination of duplication between press and broadcast reporting, and attendant improvement in overall reporting from both media, asked [redacted]

25X1A9a [redacted] Chief, Resources and Industries Division, ORR, to chair a group to study this suggestion. The Ad Hoc DDI Committee for the Study of Press and Broadcasting Monitoring Activities began its consideration of the possible advantages

FOIAb3b1 of a merger of [redacted] in June 1966.

FOIAb3b1 [redacted] was much in favor of the merger and insisted that it had in fact already been decided at the DDI level, pointing out that the DDI 5-year planning paper included a statement of

FOIAb3b1 intention to effect the merger. For a number of reasons [redacted]

FOIAb3b1 opposed the proposed merger. [redacted] lost. On 1 March 1967 [redacted] except for the Acquisitions Branch, was transferred to FBIS.

FOIAb3b1 The Acquisitions Branch subsequently reported to the D/CR.

FOIAb3b1 (Details of the [redacted] merger will be found in the [redacted] History.)

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25X1A9a

On 1 June [redacted] left OCR to become Director of OCS. He was succeeded as DD/CR by [redacted], 25X1A9a Assistant for Administration in NPIC.

Major Changes

On 26 September a major organizational change took place in OCR, with the formation of three new divisions, constituted from all existing elements of the old MD, SR and DD as well as a portion of the CIA Library. In general, this followed the recommendations of the study made in early 25X1A9a 1966 by [redacted] The new divisions were the Dissemination and Files Division(Chief, L[redacted]), Indexing 25X1A9a and Services Division (Chief [redacted] Machine 25X1A9a Support Division (Chief, [redacted]). The three divisions were to function as a Document Systems Group, under the management 25X1A9a of [redacted] who was designated Group Chief.

This regrouping of functional elements had, as its overall objectives, improved management and operational efficiency, greater flexibility in personnel utilization, and acceleration toward the all-source document and information servicing goals of OCR, as expressed in CHIVE.

Specific objects included the following:

1. Savings by more flexible machine utilization that should be achieved by combining the separate EAM support functions.

2. Improved efficiency and more expeditious handling of documents by combining, under a single management, document handling activities then found in four divisions.

3. A start in the direction of an all-source document ~~documtn~~ ~~refern~~

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reference service, combining the best professional services of the CIA Library and SR as a single contact point for all customer contacts.

4. Placing all indexing activities under a single management that would allow greater flexibility of personnel utilization and would create an operational environment in which pre-CHIVE collateral or all-source header indexing could be achieved.

In summary, the following functional realignments took place in the formation of the new group:

1. Indexing activities of SR and DD came under a single management in the new Indexing and Services Division.

2. The SR Special Section, CIA Library Interagency Services and Search Units, the Chief of the SR Library, and the IPI Section of the Document Division were consolidated in a Customer Service Branch of the new Indexing and Services Division. This branch subsequently handled all processing of finished intelligence, title and header indexing, interagency service requests, and professional document servicing.

3. The Chief of the CIA Library Circulation Branch was moved over to the new Dissemination and Files Division to head a new Files Branch in that division. This branch incorporated the Microfilming Unit of the Machine Division and the document files units of the CIA Library and SR. All existing Library and SR document files were under the control of this branch.

4. EAM activities of SR and MD were collocated in the new Machine Support Division. Initially, all key punch operations were consolidated in one section in this new division.

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5. The Foreign Installations Branch of SR was redesignated a division and placed directly under the O/D/CR.

EDP for OCR?

In September, with DDI approval, OCR began a study to determine the feasibility of converting its EAM-based system to an EDP system. The study, which evaluated costs, effectiveness, benefits, timing, and personnel and training requirements, was spearheaded by [redacted] assisted by knowledgeable officials from OCS and IBM, as well as by several other OCR representatives. 25X1A9a

On the basis of the conclusions of the feasibility study and consideration of various alternatives, the D/CR on 1 November requested authorization from the DDI to proceed with the immediate acquisition of an IBM 360/30 then about to be released by OCS. This was to be a limited and relatively simple computer installation to meet the file manipulation needs of OCR's existing system. It in no way duplicated or replaced the CHIVE effort, which was to be driven by the OCS large-scale computer complex.

Some of the basic points of the feasibility study were that:

1. Installation of the EDP equipment would affort qualitative improvement in OCR's management of its massive punch card files in terms of currency of input and completeness and timeliness of response.

2. A cost trade off with the EAM equipment could be achieved within 12-16 months. Additional modest expenses accruing during

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this period could be paid for within the OCR budget. No increase of manpower would be required.

3. There would be no degradation of the CHIVE effort, and in fact, the acquisition of this gear would allow CHIVE debugging to proceed rapidly while offering relief to OCS of its 360/65 computer.

4. A machine system to handle the massive inherited files of OCR must be maintained for some years to come even assuming the success of CHIVE because the cost of conversion of these old files to the CHIVE system was impractical and too costly.

5. The equipment could be accommodated within OCR space with a modest investment of about $2,000.

6. There would be no serious interruption of the level of OCR retrieval service during the transition.

7. No personnel problems would be created, and in fact, ~~existing attrition problems would be alleviated.~~ caused by Machine personnel no longer wishing to remain associated with an EAM setup in the age of computers, would be alleviated.

8. OCR personnel would acquire training in the use of EDP equipment and would thereby become employable in the CHIVE and other computer operations of the Agency.

The DDI's office found the logic of OCR's arguments for the acquisition of the computer persuasive and decided to approve it, feeling that the benefits to be derived far outweighed the small additional cost involved.

CHIVE--COG

25X1A9a Effective 7 November [redacted] was appointed Chief,

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25X1A9a China Operations Group, CHIVE Task Force. [redacted] brought 19 years of intelligence production and managerial experience to his new post. He had most recently served since 1962 as Director, National Indications Center.

25X1A9a [redacted] Study

25X1A9a During the latter part of 1966 OCR was the object of yet another survey--by a DDI study group chaired by [redacted] Plans and Technology Officer, OCI. The ADDI's original request

25X1A9a to [redacted] on 23 May 1966, was that he chair a study to see whether NPIC could profit from a broader reference support base in the Directorate. By 1 September, however, the focus of the study had been changed from the narrow field of OCR-NPIC/~~OSD~~ relationships to the broad plan of studying OCR programs in support of the production offices. The study was to include examination of CHIVE proposals, including in-depth indexing systems, to determine costs and ~~xxx~~ increased reference benefits that the production offices would derive from these programs; examination of programs in being in OCR covering their costs, utilization by production offices, and overall effectiveness; comparison of CHIVE's program and effectiveness as measured against existing programs or any alternates; contributions from OCI, NPIC, ORR and perhaps OBI on the effectiveness and usefulness of current OCR support to their production activities; and comparison of the cost of CHIVE with NPIC development programs in the same field.

The terms of reference agreed upon for the study of central reference support were to assess the existing base of central reference support to the production offices; to evaluate programs

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already under way in the Directorate to improve central reference support services; and with due regard for comparative benefits and costs, to appraise other possible configurations of central reference support. The study was to limit itself to OCR storage and retrieval functions, excluding review of OCR activities relating to collection, dissemination of incoming intelligence, biographic finished intelligence production (as distinguished from biographic document and information support to production offices), and translation of foreign documents. More specifically, coverage of the study was to encompass those reference services of OCR that drew on its graphics, special-source documents, foreign installation dossiers, library open literature, biographic files and intellofax system. This coverage was to take in the existing levels of machine support for these services, as well as projected conversions requiring more advanced equipment under Project CHIVE.

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On 1 December [redacted] submitted his report, "Choosing the OCR File System," to the ADDI. In reaching his

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conclusions, [redacted] examined three courses of action with a view to appraisal of comparative costs and benefits. These three options were as follows:

1. Adhere generally to the existing organizational pattern of OCR, to the existing scope of file coverage, to the existing methods of file control, and to much the existing inventory of equipment. This course was examined primarily because the known costs and capabilities of the existing system provided a reference base for appraising other options

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base for appraising other options.

2. Within the framework of the existing rather than the CHIVE system, proceed to greater automation (e.g., computers in place of machine tabulating equipment) in areas where there was promise of effecting necessary improvements with no or only modest increase in cost. DDI management had already considered this course and decided in its favor. It was further examined

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in the [redacted] study to determine if its adoption affected the case for or against CHIVE.

3. Implement CHIVE, extending scope of file coverage, depth of index control, and degree of automation. This was the crucial issue in the final report, involving possible equipment and systems changes that could bear heavily on the Directorate's budget.

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In evaluating the three options, [redacted] pointed out the clear technical superiority of Option 2 (existing system in a computer environment) over Option 1 (existing system) but noted that Option 3 (CHIVE) and Option 2 were not mutually exclusive. The determination that remained to be made, he said, was whether computerization of the existing system would suffice or whether the benefits from moving on to CHIVE would warrant the added costs. The realistic choices

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with regard to CHIVE, [redacted] said, were two—to test a working model or to drop CHIVE, writing off perhaps 100 man-years of past labor in its design as a sunk cost beyond recovery. He noted that the rationale for testing proceeded first from the chance that testing would show CHIVE to yield benefits commensurate with costs in at least one of the system's possible configurations. The rationale proceeded second from the feasibility of funding a

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test. The minimum, if not the optimum, funding requirements were within the likely budgetary allocations to OCR. He also pointed out that the chance that test operations over the next 2 years might work toward some degradation of OCR services was not to be dismissed as negligible. Under continued conditions of budgetary stringency, the funding for CHIVE would not allow for increase in OCR's personnel ceiling. Thus the test would be more than a test of CHIVE; it would also be a test of management talents in difficult circumstances for keeping up services to the level of previous standards.

After considering these options and the various possible

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results, [redacted] recommended that:

1. OCR proceed with the operational test phase of CHIVE scheduled to begin in mid-1967.

2. During the test phase, examine various fallback positions in order to uncover possible system configurations under different budget assumptions.

3. Test with a view to developing a flexible system design that would enable a beginning that did not foreclose economical transition to more expensive configuration when the budget allowed.

4. Test with an eye cocked especially for economizing the massive labor inputs required for deep indexing, guided by criteria of selectivity in choice of files for deep indexing and by possibilities of incorporating files indexed outside of OCR into the CHIVE system.

5. Incorporate procedures for effective liaison into the test phase design, so that users would become better informed about

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CHIVE's capabilities than they were about existing central files.

Historical Officer

On 8 November DDI Notice 1-130-27 officially established the DDI Historical Board and Historical Officer. Walter.

25X1A9a [redacted] the SPA/CR, was named to both positions, in addition to his other duties. Walter Pforzheimer was named the OCR Historical Officer. The following January, however, Mr.

25X1A9a Vance asked [redacted] to assume the duties of the latter position, as well as his others.

Abolition of Liaison Staff

In December Mr. Borel, then the Director of Intelligence Support, submitted to the DDI a proposal for organizational moves in the Intelligence Support Services that would, among other things, abolish OCR's Liaison Staff. The actions he recommended were as follows:

1. To abolish LS as then constituted.

2. To constitute a small DCS element in the CIA Headquarters building, to function as the CIA Protocol Staff (mainly organizing and conducting briefings and debriefings) but also to provide a DCS beachhead in headquarters.

3. To assign the function of conducting operational liaison with the non-USIB agencies to the DCS Washington Field Office.

4. To assign the function of conducting operational liaison with the USIB agencies to the Human Resources Group (HRG) of CGS.

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5. To establish the principle that CGS positions were to be filled by careerists from other operating components detailed to the specific job for a specific time.

These changes would yield the following important benefits, in Mr. Borel's opinion:

1. Weaknesses in certain aspects of career planning would be eliminated, and superior career opportunities for staff personnel assigned to collection guidance and liaison duties would be provided.

2. Some T/O slots would be saved immediately and more could be with the passage of time without cutting out important functions.

3. The reduction in the number of different Agency representatives contacting the same departments, and in some cases the same people, would improve the Agency's image.

4. The reduction in the number of components performing functions that were essentially similar would improve efficiency.

~~In essence~~, the DDI accepted Mr. Borel's proposals, and LS was abolished effective 30 January 1967, with some of its functions and personnel transferred to CGS and others to DCS, as outlined above.

~~1967~~

During the last three quarters of FY 1967 the OCR information processing systems underwent intensive study and reassessment in preparation for a comprehensive reorganization and streamlining of the entire central reference function. This activity was one phase of a general plan for restructuring and realigning the Agency's intelligence production offices and their supporting specialized service functions. The objective was to

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increase the resources allocated to intelligence production and reduce the investment in support by curtailing nonessential services and increasing the efficiency and responsiveness of the reduced resources allocated to the support function.

By the end of FY 1967 OCR as it had been for 20 years no longer existed. It was in the process of being reorganized from an office of loosely associated, functionally aligned components into an integrated system of geographically oriented operating divisions supported by a streamlined basic services group. The reorganization was accompanied by a planned 24 percent reduction in manpower between FY 1967 and FY 1969. Even the old name of the office disappeared. Effective 28 July the name was changed from Office of Central Reference to Central Reference Service (CRS).

Background of the Reorganization

In late 1966 the DDI asked the D/CR to submit plans for the possible reduction of OCR's personnel strength by up to one-third, or from the authorized strength of 926 to a minimum of 600 (both figures were changed after [redacted] was transferred out of OCR in March). In January 1967 Mr. Vance submitted three alternative plans, two of which would bring the strength down to 600 within a period of 24-30 months, and a third that would level off the reduced strength at 755. He pointed out that any reduction of the order contemplated would force a material reorientation of the effort and a reorganization of the structure of OCR. His problem was complicated because OCR was just approaching the point where it could begin testing the validity and usefulness of the

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CHIVE design. As he said in his 12 January 1967 memo to the DDI, without the benefit of an operational test of the CHIVE system and a subsequent period for evaluation of its contribution to the production and other elements of the Agency and community, it was difficult to select and recommend precise courses of action.

Mr. Vance approached the problem by estimating that 18 months would be needed to complete and test the basic elements of the CHIVE design and at the same time to develop, as a derivative of that system, a much cheaper and less powerful computer-supported indexing and retrieval program. He then reviewed the functions and tasks being performed by the OCR divisions and decided on the maximum level of cuts that he could levy and implement in an 18-month period while maintaining some capability in all major functions and still retaining the existing functional organization of the office.

The three plans Mr. Vance presented were, ~~in summary,~~ as follows:

Plan A called for a strength of 755. It retained a fairly viable foreign literature operation at a strength of 220. At the same time, it provided sufficient personnel to man the Library at a reduced level, a limited film and photographic processing capability, and enough people to operate a CHIVE system with a reasonably rich retrieval capability in selected important fields, with a lesser effort being spent on the majority of less important areas.

Plan B reduced the foreign literature activities by an additional 70 people and gave what Mr. Vance considered "an

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absolute bare bones coverage." The Library would be retained in a skeletal fashion, and the film and photo business would probably have to be virtually abandoned. Indexing and retrieval efforts would probably be patterned after the leanest mix of the CHIVE design, although even this could not be determined without an actual test.

Plan C, in essence, called for a complete abandonment of the CHIVE concept and attempts to preserve two of the existing basic functions in a viable fashion with the others either drastically curtailed or eliminated completely. In this plan, foreign literature exploitation would be staffed at the 220 level, and ~~and~~ the biographic function would be maintained in its existing form, but with an operating strength of 75 percent of what it then had. The film and photographic business would be abandoned, and the best OCR could do in an indexing and retrieval system would be essentially an automated source card file in which ~~they would control~~ documents would be controlled only by the bibliographic or header indexing contained in them.

After submitting his various proposals for a reduction in strength, Mr. Vance established a User Study Group to conduct a study of OCR information retrieval services. Its basic objective was to develop a recommended program for OCR information retrieval services that would be capable of meeting basic requirements without devoting resources to activities of minimum value. It was to be concerned only with the information retrieval and finished intelligence functions of OCR, not those functions already identified as basic. The study group was to be composed of representatives ~~from OCR, ORR, OCI, ORR, DST, NPIC~~

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from OCR, ORR OEI, OBI, OSI, NPIC, FMSAC and DDP, with the D/CR serving as chairman. ([redacted] both of whom had recently conducted other surveys of OCR activities, were among those named to the group.)

On 14 April Mr. Vance submitted to the DDI a memorandum entitled "Reexaminination of OCR's Role," which summarized the results of the 8-week user study. The study group found, in general, a heavy, continuing, and indeed probably increasing demand for detailed biographic data across the world; a lesser and regionally spotty requirement for organization and installations data; and a generally shallow interest in indexing subject, concept and events information. The users indicated their greatest need for support in the areas where their production activity was highest. There was no discernable trend to have OCR deemphasize its operations in areas where production activity was high and concentrate its resources in areas where the production offices had a lesser degree of coverage.

The user study did not forecast major reductions in the trend of requirements that would permit significant cutbacks in OCR manpower. Therefore, in view of the necessity to materially reduce OCR's manpower needs, Mr. Vance stated that it was necessary to tackle the problem on three fronts:

1. OCR must develop new and less expensive methods of controlling and retrieving documentation and information. The system must be reorganized and rationalized so that economies might be found in such areas as single processing of the document flow, reduction in reproduction, and filing in multiple copy, use of single vocabularies for indexing, etc.

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2. Working with the principal user offices, OCR must develop more sensitive criteria for the determination of what was important to index and hold and what was not, in order to cut the size of both the input and file maintenance and retrieval jobs.

3. OCR would have to curtail or eliminate activities that were wanted by customers but were in a slower spectrum of demand than others.

These findings, Mr. Vance stated, meant that OCR must redesign the central reference system to meet the following objectives:

1. The system must have a high degree of sensitivity to the changing character of user requirements, must be flexible enough to permit rapid, effective accomodation to change, and must provide contingency coverage against areas of possible future interest.

2. The system must be capable of fast response to legitimate priority requests for service but, at the same time, must be controlled to ensure that the costly quick response capability was not used to service lower priority requests that could be handled by slower, less expensive methods.

3. The system must be regulated by integrated and standardized operating procedures that minimize needless duplicate or redundant processing of materials entering the system.

4. The system must be highly selective in choosing material for processing and retention and must have reasonable, enforceable guidelines for purging itself of information too costly to store in relation to its use.

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5. The system must be capable of handling all-source reference materials in an integrated manner.

6. The system must have provision for accomodating CHIVE in the event the COG test established the feasibility of CHIVE implementation, however, the system must be able to operate effectively by itself if CHIVE did not materialize as an effective central reference capability.

To meet these objectives, Mr. Vance said, OCR must develop a relatively inexpensive, computer-assisted indexing and retrieval system through which it could get minimal control over that portion of the document flow that must be controlled at all. Then, he said, they would put the balance of its forces to work on a combination of machine-assisted and manually supported efforts against the functions and areas of highest interest, particularly biographics. Although OCR had never had uniform coverage by subject and area, it planned, in the future, to stress even more the targeting of resources against the priority needs of cutomers, retaining only a minimal base control of the mass of material that would afford a contingency retrieval service. In addition, it planned to preserve the effective operation of basic document services in receipt, control, storage and dissemination, as well as minimal Library selection and cataloging, reference services, and some film and photographic effort.

A complete reorganization of OCR was considered necessary to accomplish the manpower reductions desired and to reshape the service on a more minimal basis. In essence, OCR decided to place its resources in two main groups--a document

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delivery systems group, handling the basic document services of receipt, filing, storage, dissemination, reproduction and machine operations, and an information group providing indexing and information services. The latter element would be subdivided into regional, rather than functional components in reasonably balanced area divisions. This reconfiguration would allow the office to provide single-point, all-source service for customers; single, or at least minimal, processing of the incoming documents; use of a minimum number of vocabularies; and the development of OCR personnel who, overtime, would become more familiar with the problems of the regionally oriented user.

Mr. Vance noted that testing of the CHIVE concept should go forward, in his judgment, even though the thinning of OCR resources would probably preclude its implementation on any large scale. The planned CHIVE experiment on the China area was still considered worth trying in view of the large amount of money already invested in it, but this experimentation was not to be a prerequisite to reorganization on regional lines, nor was it to substitute for the immediate development of a less costly, less complex, computerized indexing and retrieval system.

In summary, Mr. Vance recommended the following courses of action, which the DDI, R. J. Smith, approved on 4 May:

1. That OCR be reorganized into two main groups, ~~including~~ the document delivery systems group and the regionally oriented information group. In addition to the advantages cited above, this organization would shorten the span of management control at the office level and give OCR a fresh look at its operations from a

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regional, as opposed to a functional, basis. Further, it would establish five area divisions, all working on similar problems, and thereby allow management simultaneously to experiment with different approaches and systems.

2. That OCR be allowed to develop a new computer-assisted indexing and retrieval system that would provide a minimum shallow level of control over that portion of the basic document flow worth indexing at all. This system would be installed as the basic processing tool within the regionally configured divisions.

3. That testing of the CHIVE concept be continued in the form of the COG. This element would take on the actual processing of documentation about the China area so that it would not be simply an overhead experiment. In addition, certain minimum staff would have to be kept on finishing up the design phase.

4. That maximum effort be made within the area divisions to allocate their effort and manpower against the areas of prime concern as indicated by the users. The basic computer-driven indexing system, mentioned in 2. above, would be supplemented by various forms of manual and machine-driven systems where necessary to enhance the control and access of biographic, organization, and other types of information.

5. That the concept of developing and operating a referral system be incorporated in the design of each of OCR's area divisions, and that the full cooperation of the research offices be given so that a meaningful experiment could be conducted.

6. In line with the preceding recommendation, that

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OCR seek a much closer and continuing relationship with the user offices so that its services might be tailored more to their priority demands, and that more real meshing of support and production take place.

7. That the DDI approve an organizational strength of 530 for OCR through at least FY 1969, unless the D/CR indicated his ability to make further reductions prior to that.

Reduction in Intelligence Support Services

On 31 March 1967 the DDI notified the Director of DIA that because of increasingly stringent manpower and budget constraints support activities of the DDI to DIA would have to be curtailed. Among those drastically affected were the document retrieval and copying services provided by OCR. The specific document services provided to DOD elements, including private and government agencies under contract to DOD, were among those the DDI planned to terminate in time to effect savings by 1 July:

1. Document retrieval andcopying of any non-CIA-originated material.

2. Document retrieval services associated with special intelligence.

3. Intellofax, including both machine searches of the document index records and document retrieval and copying associated therewith.

4. Retrieval and copying of CIA-originated documents previously disseminated to DOD.

Reorganization Planning Group

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On 10 May, following the DDI's approval of ~~[illegible]~~ the OCR reorganization ~~pak~~ plans, Mr. Vance established an OCR ~~Area~~ Reorganization Planning Group (RPG) ~~[illegible]~~ to develop the operational plan, procedures, and logistics for implementing an area reorganization of the office. [redacted] was named RPG Chairman. Six other senior officers were assigned to the group, five on a full-time basis; [redacted] the ~~xix~~ sixth, was to continue to serve part-time as Director/ CHIVE Task Force.

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The RPG's job was to:

1. Develop ~~within the next 30 days~~ a plan for implementing a five-area division reorganization of the office's information and reference services.

2. Allocate OCR personnel, functions and space to those area divisions and coordinate with Chief/Document Systems Group, the allocation of repponsibilities and functions assigned to his group.

3. Establish operational processing and service procedures within the new organizational structure.

4. Implement the initial phase of the reorganization by establishing and monitoring the first area division. It was then anticipated that the first area division would be established in September 1967 and that the entire area division structure would be in operation by 1 January 1968. (The period eventually stretched to March.)

On 7 M July the ~~March~~ details of the reorganization were presented in CR 1-6. By that time senior management and the RPG

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had completed the major tasks of planning the reorganization, allocating people and space to the new structure, formulating the initial operational processing and service procedures and preparing the schedule for implementation. The new organization stressed standardization, uniformity and high selectivity in processing intelligence information. The new office was to have two major line components and a staff:

1. An Information Services Group (ISG), consisting of five geographic divisions and the CIA Library, to index and process information, answer questions and produce reports.

2. A Document Systems Group (DSG) ~~later the Support Systems Group~~, consisting of three functionally aligned divisions, to provide centralized support to the geographic divisions and to other Agency and community activities as appropriate, in the areas of open literature acquisition, photo and film collection service, document and photo dissemination, storage and retrieval, and electronic data processing.

3. A Planning and Management Staff (PMS) to operate a management information system, perform centralized planning and program analyses, direct and coordinate experimental system development and testing of new concepts, handle PPB matters, and provide administrative services to the entire organization.

In placing personnel in the new structure, the talents, experience, performance and career potential of each employee were considered; each assignment was considered a practical compromise between the capabilities of the individual and the requirements of the office.

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Each employee, regardless of grade, was assigned on a trial basis for a period of observation and evaluation; changes in assignments were to be made, if necessary, to perfect the matching of talents to the needs of the office.

OCR strength was to be reduced from 615 in FY 1968 to 526 in FY 1969. Normal personnel attrition was expected to account for most of this reduction and limit the impact on the individual employee.

The senior personnel assignments in the new organization were as follows:

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Chief, Information Services Group (ISG)

Programs Coordinator

Staff Assistant/Indexing Officer

CIA Librarian

Chief, USSR Division

Chief, Far East/Pacific (FE/PAC) Division

Chief, Europe (EUR) Division

Chief, Near East/Africa (NE/A) Division

Chief, Western Hemisphere (WH) Division

Chief, Document Services Group (DSG)

Chief Acquisition and Dissemination Division (ADD)

Chief, Document and Pictorial Services Division (DPSD)

Chief, EDP Support Division (EDPSD)

Chief, Planning and Management Staff (PMS)

Curator, HIC — Walter Pforzheimer

The FE/PAC Division was chosen to initiate the reorganization. It was to be partially formed on or about 15 August and to begin

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full operations 15 September. The other divisions were to follow at intervals. The ~~Planning and Management Support Staff~~ PMS was to begin operations ~~at once~~ on 17 July. The divisions and branches of DSG were to be established within the time period allotted to the reorganization of the ISG geographic divisions, dependent upon the overall pace of the reorganization and the availability of personnel or space.

During the July-September period the RPG was to execute various follow-on tasks aimed at setting the detailed operating procedures for the ISG. Similar work was to be done concurrently within DSG.

CHIVE's Future

The CHIVE project was affected by the directed manpower reductions, the OCR reorganization and slippages in the development of computer programs. Several CHIVE concepts were incorporated into the OCR reorganization, thus eliminating the necessity for continued CHIVE work on the concepts and freeing CHIVE personnel for assignment in OCR line ~~ax~~ operations. Pending clarification of the computer programming progam, testing of selected CHIVE concepts in COG was to continue under the direction of the PMS.

A final Word

Thus ended OCR as it had been known, and thus began the Central Reference Service, subject of a future history.

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