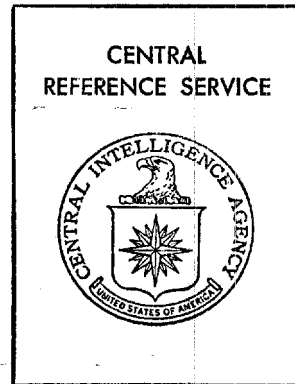


CIA LIBRARY

1. Introduction
2. Early Organization of the Library--1947
3. Off the Ground--1948-51
4. CIA Library and the Library of Congress
 - a. Support to Slavic Catalogs and Accessions Lists
 - b. Other Relationships with the Library of Congress
5. Branch Libraries--1951-67
6. Much Ado About Something--1952
 - a. Reorganization
 - b. Clipping Service
 - c. Selection
7. The Heyday of the Library--1953-mid-1956
 - a. Reorganization Again
 - b. IG Survey
 - c. Treaty Collection
8. Big Reorganization--September 1956
9. Library Consultants' Survey and Task Team Reports
 - a. Consultants' Survey--1957
 - b. Task Team Reports--1958
 - (1) Intellofax (TT1)
 - (2) Machine Use (TT2)
 - (3) Coding (TT3)
 - (4) Selection (TT4)
 - (5) Circulation (TT8)
 - (6) Cataloging (TT9)
 - (7) Reference (TT10)
 - (8) Single Information Center (TT11)
 - (9) MINICARD (TT12)

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10. After the Storm--1958-59
 - a. Revitalized Reference Branch
 - b. Back to School
 - c. Accessions List Again
11. Reorganization Before a Move--1961
12. The Mid-1960's
 - a. IG Again
 - b. New Librarian
 - c. Impact of CHIVE
 - d. External Relations
 - (1) The Industrial College of the Armed Forces and the Pan American Union
 - (2) COSATI and US Secret Service
 - (3) Machine Literature Searches
 - (4) Chinese Publications
 - e. Servicing
 - (1) Library's Servicing of Intellofax
 - f. The Future of the Library

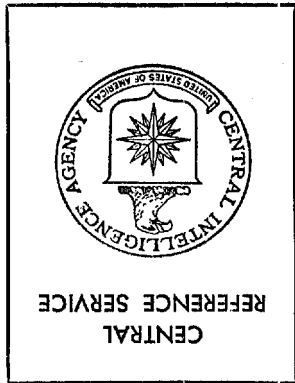
APPENDICES

- | | |
|------------|---|
| Appendix A | Organization of the CIA Library |
| Appendix B | Tabular Summary Showing Historical Development of Table of Organization |

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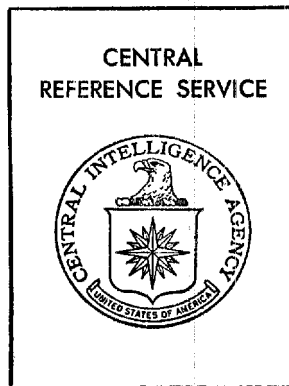
This chapter will discuss those aspects of the CIA Library that are not specifically concerned with the Intellofax System or the Acquisitions-Procurement function. Separate chapters appear on these two important activities, which were an integral part of the Library organization for many years. This chapter does, however, cover the Consultants' Survey of the Library (1957) and the Task Team Reports (1958), because, although the Intellofax System was a major topic of discussion, the reports dealt with the Library as a whole and had an important impact upon ^{it} [the Library]. This history is arranged in a year-by-year chronological sequence, except when it seemed more logical to discuss the entire historical development of an activity, such as Branch Libraries and the CIA Library's relations with the Library of Congress.

* Statistical information on Library services, including information on requests serviced, books cataloged, documents indexed, source cards filed, and bibliographies prepared appear in OCD/OCR Statistical Tables (1947-57) ^{1/} and OCR Annual Reports (1958-67). ^{2/}

Leave in ~~1/ OCD/OCR Yearly Statistical Tables 1947-57 Job: 59-875/1~~
~~2/ OCR Annual Reports 1958-67 Job: 68-1187/1~~

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2. Early Organization of the Library--1947

On 1 January 1947 the CIA Library, with three sub²professional people on duty, was organized as the Intelligence Documents Division (IDD) of the Reference Branch (in July renamed the Reference Center) of the Office of Reports and Estimates (ORE). It was assigned an initial T/O of 47. The first professional person ~~actually~~ to report for duty was [REDACTED], who transferred from the Air Force Intelligence

25X1X8

[REDACTED] Library on 2 February. She holds the distinction of having remained on the reference staff of the Library ^{ever since -- she will} until her retirement in the summer of 1973. Mrs. [REDACTED] first task was to set up interlibrary loan arrangements with the Library of Congress (LC) and with other government libraries.

In June the Library received its first Chief Librarian (later CIA Librarian) - [REDACTED] (CIB) had transferred to the Central Intelligence Group from the Office of Naval Intelligence (ONI) Library in December 1946 and had been assigned as Chief Librarian in the Foreign Documents Division (FDD) of the [REDACTED]. When he joined the ORE Reference Branch he was given complete authority for the Library's planning, staffing, organization, and management. The Library was charged with total repository responsibility for the Agency of basic intelligence reference material. Under [REDACTED] direction, the new Library began to assemble equipment and books, many surplus from other libraries. The core of the reference collection was based on fundamental standard reference works supplemented

* Information on the Library T/O in 1947 ranges from 43 to 54; 47 seems to be the figure most frequently quoted.

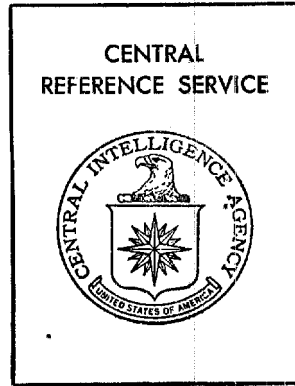
44/OGD/OGP Yearly Statistical Tables 1947-50 Job 59-875/1
2/Reference Branch, ORE, 9 April 1947 C. (File: Tables of Organization 47-51 Job: 58-98/6)

Insert

Organizationally, it was planned with two divisions: Bibliographic, including Classification and Cataloging; and Accession, Reference, and Circulation.

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by the specific requests of the ORE Branches. By 15 June the documentary floodgates opened, and the Library became heir to approximately 50,000 unsorted intelligence documents, which had been stored in the Message Center of ORE awaiting establishment of the ~~IDD~~. Arrangements were made with ^{SO} the the Agency's dissemination office that the Reference Center Library would receive at least one copy of every ~~document~~ incoming intelligence document. Their receipt was recorded in a visible serial file and arranged by source. During these formative months the Library received authorization for centralization of purchase orders for books and periodicals to avoid duplicative ordering by offices in the Agency.

In addition, the library acquired the Director's set of intelligence cables and arranged for receipt of one copy weekly by current staff.

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~~_____~~ and his small staff ^{Reference Center's} In the latter half of 1947 worked closely with the Central Index (later the Machine Methods Division) ^(in m d) of the Office of Collection and ~~Dissemination~~ in preparing a comprehensive subject classification system for intelligence documents. These preliminary efforts toward what was soon to be called the ~~machine~~ Intellofax System are described in detail in the separate chapter on the Intellofax System.

Daily machine

FOIA b3 b7

indexing of the ~~_____~~ Daily Reports (issued by OO) was initiated jointly by the Library and the Central Index in August. (See also Intellofax chapter.) Operating procedures for cataloging of books was completed in July, and cataloging commenced in August.

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Memo, ~~_____~~ to AC, Reference Branch, 30 June 47, sub: Establishment of the Reference Branch Library. C. (in File Library 47-48 Job 58-98/1) Administrative Instruction No. 40-15, 31 Dec 47, sub: Accountability Procurement and Library Service for Unclassified Foreign and Domestic Bound Books and Periodical Subscriptions. U. (File Library 47-48 Job 58-98/1)

25X1A9a

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Memo, ~~_____~~ to AC/Reference Center, ORE, 28 August 47, sub: Addition to Intelligence Documents (Dissemination Library) monthly status report 28 Aug 47. S

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Reference Center Special Authorization No. 5, dated 15 March 1948, authorized the Library, Reference Center to (1) collect unclassified materials and (2) to disseminate unclassified materials in accordance with accepted interlibrary loan procedures. (Memo, AD/CD to Chief, Reference Center, 15 March 48, sub: ~~AD/CD to Chief, Reference Center, 15 March 48, sub: AD/CD to Chief, Reference Center~~ Special Authorization No. 5 . C. (in Library 1947-48 58-98/1.)

As early as December 1947 the Chief Reference Librarian (25X1A9a) the (25X1A9a) had raised the issue with Acting Chief Reference Center (25X1A9a) in the Reference Center (25X1A9a) of the desirability of establishing a newspaper

scanning and clipping service for the various branches in CIA. This actually was started in March of the following year by using the facilities of the uncleared personnel pool.

3. Off the Ground--1948-51

By the early part of 1948, the Library had put into effect working procedures for reference, interlibrary loan, circulation, preparation of bibliographies, book-selection, book cataloging, and document indexing and filing. insert

After the 1 May merger of the Reference Center and the Office of Collection and Dissemination (OCD), the CIA Library absorbed the information and distribution duties of the former Central Records Division/Services Branch/Administration and Management (A&M) and the persons (at time) Prior to this, the Library had indexed and filed the documents but had not been responsible for their distribution. ~~after dissemination had been determined.~~ The organization breakdown of the Library was as follows: Field Survey Division (25X1A9a, Chief), responsible for locating and surveying items of unusual intelligence significance in universities, libraries, and research institutions, both

- 25X1A9a Memo, Reference Librarian to 25X1A9a 12 December 47. sub: Newspaper Clipping Service. U. (in Library Daily Reading File 1947 Job: 68-116/2)
- 25X1A9a Memo, AC, Reference Center Library and Chief, Central Index to Chief, Reference Center, A & M, 7 May 48, sub: Proposed Procedures for Consolidation of Central Records with Reference Center. C. (File: Library Daily Reading File Jan-June 48 Job 68-116/2)

on duty note from 31 to 55

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in and out of the Washington area; Bibliographic Division ([REDACTED])
 25X1A9a [REDACTED], Chief), including the Analysis Section ([REDACTED])
 25X1A9a [REDACTED], Chief) for indexing of documents and the Catalog Section
 25X1A9a ([REDACTED] , Chief) for book ordering and cataloging; Reference
 Division (three chiefs within 1 year: [REDACTED])
 25X1A9a toward the end of the year) [REDACTED] for answering information queries,
 including Intellofax retrieval, (and maintaining files of documents and
 preparing bibliographies, books,
 Information Distribution Division ([REDACTED] , Chief) for
 recording the bibliographic information ^{for} every incoming
 intelligence document, for distributing documents, ^v and for
 locating documents through document control (assigning accession
 or control numbers to documents); Archives Division 25X1A9a
 25X1A9a [REDACTED], Chief) for the efficient management of active and inactive
 records in the Agency, for maintaining ^a central record over all
 administrative records, and for directing the control of all
 Top Secret ^(S) documents. *

[REDACTED] 25X1A9a reported that by December 1948 the major organiza-
 tion of the Library was complete.

With 75% of the authorized organization on hand . . . , the Library devoted 32% of the staff's time to Library service, 10% to the processing of intelligence documents for the Library files, 23% for bibliographic processing, 25% for service distribution of intelligence documents, 6% for planning and procedures and the remaining 4% of the staff's time to administrative duties. ~~2~~

(2) * The ~~Top Secret~~ control function was activated for CIG on 4 April 1947.
 Memo, Chief, CIA Library to Administrative Officer, OCD, 31 Dec 48,
 sub: Brief Operational History, 1946-48. S. (File: Library Daily
 Reading File Jul-Dec 48 Job: 68-116/2)

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Two Library publications made their appearance in 1948: the Weekly Accessions List (of books received) and the Library Bulletin (see chapter on Intellofax for an explanation of the locator system for filing documents.)

The workload in the Library increased as the young Agency grew; fortunately, a T/O of 100 for the Library had already been approved for FY 1949. There were 27% more intelligence documents received, recorded, and distributed in 1949 than in the previous year and an increase of 277% in the number of copies received. During 1948 the number of publications ordered averaged 628; for 1949-1,376. The number of reference searches rose from 1,161 to 1,500; the number of items circulated from 2,196 to 3,355.

The gradual dissolution of Special Project No. 1 (uncleared personnel pool) in late 1948 and early 1949 increased the Library workload in three important aspects: newspaper clipping service (clippings from 24 newspapers and 21 magazines were supplied to six geographic branches of ORE based on reading requirements); indexing of **FOIAb3b1** Daily Reports; and indexing of unclassified documents into the Intellofax System.

On 17 March 1949 the Agency's Assistant Directors (AD's) established the Document Procurement Committee to advise the

13 ~~11~~ Memo, Ex for A&M to AD/CD, 3 Sept 48, sub: Tentative Tables of Organization for OCD. C. (File: Tables of Organization 47-51 Job: 58-98/8)

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CIA Library on matters pertaining to the procurement of
 *
 foreign and domestic publications.

The CIA Library reference book collection was converted
 in September 1949 from IC call numbers to the classification scheme
 used for documents—the Intelligence Subject Code (ISC), thus

standardizing the Library's subject and area approach to
 its resources. *and printing for machine filing of the cards.* (In 1948 6,912 books had been cataloged, and

these were all converted to the ISC scheme.) In 1959 after several surveys

IC scheme → *at* for book cataloging, the decision was made to convert again—back to IC.
 In November 1949, the Library was reorganized into the cataloging

following six branches: Analysis (under 25X1A9a), Cataloging
 (under 25X1A9a), Central Records (under 25X1A9a), who
 supervised this activity until her retirement in 1958), Field
 Survey (under 25X1A9a), who also acted as Assistant Chief,
 CIA Library), Records Management (under 25X1A9a), and
 Reference (under 25X1A9a until 1954). The Analysis Branch
 performed the input to the Intellofax System. The Cataloging Branch
 had three sections: Cataloging, Order (procurement of books and
 periodicals), and Publications Review (clipping service). The
 Central Records Branch was responsible for distribution of documents,
 including TS, and maintenance of TS files. The

*

See chapter on Acquisitions-Procurement for further discussion.

** By General Order No. 28, 21 September 1949, a vertical departmental
 organizational structure was adopted in CIA. The Library, therefore,
 became a Division and all breakdowns thereof became Branches.

14 ** 33 Memo, CIA Librarian to Library Staff, 28 Nov 49, sub: Administrative
 Reorganization of the Library. S. (File: Library Daily Reading File July-
 Dec 49 Job: 68-116/2)

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Field Survey Branch was responsible for locating resources of intelligence interest. Records Management (formerly Archives) was charged with developing and implementing an active CIA Records Management Program. Reference Branch included three sections: Circulation, Information (under ^{25X1A9a} [redacted] until her retirement in June 1972), and Files (of documents).

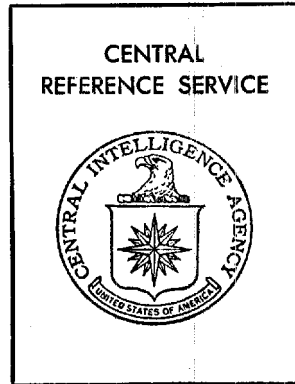
With the issuance of CIA Notice 30-50, dated 26 July 1950, the Library accelerated the Records Management Program for the Agency. 149,363 items from 1948 and 1949 were microfilmed; this resulted in the processing of 351,698 frames for archival purposes.

In April 1950 the DCI appointed ^{25X1A9a} [redacted] to replace ^{25X1A9a} [redacted] as CIA Top Secret Control Officer (TSCO) and as CIA Custodian of Registered Documents. ^{15/} He was also appointed CIA Control Officer for certain code ^{16/} word collections of documents. ^{17/} In October 1950 he called a meeting of the Area TSCO's. (Areas were intra-Agency office designations for TS control purposes.) The conference, the first of a series, was designed to improve the overall control system as much as possible and to develop uniform understanding of procedures among the Areas. As a follow-up, ^{25X1A9a} [redacted] issued, in August 1951, a Guide for Area

- 15/ 15/ Memo, C/Records Management Branch to C/Library Division, 22 Mar 50, sub: Redesignation of Top Secret Control Officer and CIA Custodian of Registered Documents. C. (File: Library Daily Reading File 1950 Job: 68-116/2)
- 16/ 16/ Memo, AD/CD to Chief of Staff, MS Army, 6 Apr 50, sub: Establishment of COSMIC Control Office in CIA. S. (File: Policy 1950 Job: 58-98/7)
- 17/ 17/ Memo, CIA Top Secret Control Officer, 10 Oct 50, sub: Conference of Area TS Control Officers. C. (File: Library Daily Reading File 1950 Job 68-116/2)

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Top Secret Control Officers to provide all TSCO's with a uniform functional understanding of the TS network or system.

In 1951 the Library was relieved of two responsibilities that had been time-consuming. On 28 February, James Andrews, ^{HEAD/CD,} ~~Assistant Director for OCD,~~ established a centralized Cable Center Branch in the Liaison Division (LD). ¹⁸⁾ This consolidated the reading or dissemination and the reference functions of servicing cables in one Branch. Four months later, the Administrative Services Office assumed operation of the Vital Materials Program, which had been under ^{25X1A9a} ~~the~~ jurisdiction ¹⁹⁾ as the first Vital Documents Officer since March 1949.

- 18) ¹⁸⁾ Memo, AD/CD to all AD's, 5 Mar 51, sub: Centralized CIA Cable Branch, establishment of, and Procedures. C. (File: Liaison Division 1948-51. Job: 58-98/3)
- 18) ¹⁸⁾ Memo, C/Administrative Service to AD/CR, 17 July 51, sub: Vital Materials Program. C. (in File: Library 1949-51 Job 58-98/1)

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4 CIA^{Library} and the Library of Congress

Over the years, OCD (OCF) maintained close working relationships with and provided a variety of support to ^{the} LC. This discussion will cover the entire period from 1948 until financial support terminated in 1967. It appears in this chapter because ^{the} the CIA Librarian in 1948 became the first official liaison officer from CIA to ^{the} LC, a relationship that every CIA Librarian has continued. ~~20~~

a. Support to Slavic Catalogs and Accessions Lists ~~20~~

~~SECRET~~

The Monthly List of Russian Accessions (The title was changed in 1958 to Monthly Index of Russian Accessions [MIRA] as a more explanatory title and will henceforth be so designated) was first published by ^{the} LC in 1948 as a comprehensive record of post-World War II Soviet publications in all fields of knowledge received by ^{the} LC and some 200 other major US libraries. In April 1949 the AD/CD negotiated an agreement with ^{the} LC for incorporating into the MIRA certain unclassified translated bibliographic information formerly published by ^{OC} FDD.

^{NOT} In December the Acting Librarian of Congress informed CIA that ~~the~~ LC would be unable to continue the printing and dissemination of the MIRA because of shortage of funds during the last quarter of FY ¹⁹50. Convinced of the unique value of the MIRA, the AD/CD recommended and the Projects ^(PRC) Review Committee approved an expenditure of \$1,000 to ~~the~~ IC. (LC had asked for \$4,000.) In 1952 CIA ~~took over the total~~ financial support of MIRA because of the importance to intelligence

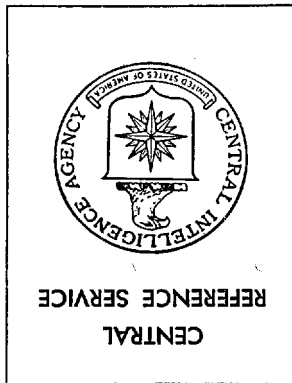
Memo, AD/CD to AD's in CIA, 15 Sept 48, sub: Designation of Liaison Officer from CIA to LC. U. (in Library Daily Reading File July-Dec 48 Job 68-116/2)

Memo, AD/CD to Chairman, Projects Review Committee, 7 Dec 49, sub: Transfer of Funds to the Library of Congress, C. (in Library Daily Reading File July-Dec 49 Job 68-116/2)

Entire folder on Support to Library of Congress 1957-67 Job 67-515/1

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In October 1951 the Librarian of Congress set forth two proposals to CIA: (1) improvement of the MIRA (including translating Russian titles into English and providing detailed cross-referencing); and (2) a project for the development of a subject arrangement to the Slavic Union Catalog, an author catalog ^{that the} ~~which~~ IC had started in 1942 for ^{Cyrillic alphabet material in the} ~~Cyrillic alphabet~~ material acquired in the United States since 1917. ²³

The ADs of ORR and OSI concurred in the AD/CD's request to the Chairman/PRC to support ^{IC} IC facilities for reference to Slavic publications. Dr. Andrews, in referring to the Slavic Union Catalog, ²⁴ stated:

The intelligence family does not now possess a central facility for obtaining adequate bibliographic control of the books, monographs and periodicals which are received from the Soviet Union. As a result of its work, the Library of Congress has assembled a Slavic Union Catalog to which researchers the country over can be referred including Soviet publications cataloged by other cooperating American libraries. For budgetary reasons, the Library of Congress has been restricted in developing this catalog and the only approach to the material is now by author.

^{IC} IC cost estimates, as approved by the Director of Central Intelligence (DCI) on 23 November 1951, were ^{25X1A1a} in support of the MIRA for the initial year of sponsored operation and ^{25X1A1a} the entire cost, for adapting the Slavic Union Catalog to a subject approach. In a letter of 8 August 1952, the Librarian of Congress raised the estimate

²³ ²⁴ Ltr, AD/CD to Librarian of Congress, 23 Nov 51. C. (in Library 1949-51 Job 58-98/1)

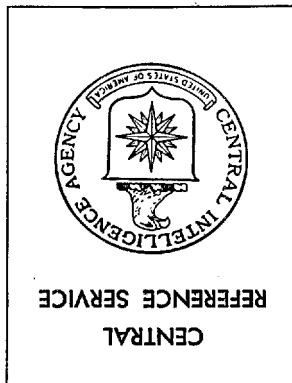
²⁴ ²⁵ Memo, AD/CR to Chairman, Projects Review Committee, 16 Oct 51 sub: CIA Support for Improvements in Library of Congress Facilities for Reference to Slavic Publications S. (in Chron File 1951 Job 58-98/6)

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for the two projects to [redacted] The DCZ authorized the increased expenditure in October 1952.

*

Beginning with the March 1952 issue, and as a product of the CIA-sponsored project, the MIRA was expanded from two to four parts, and with the increased FY 1953 budget, the IC added a subject index of monographs.

Under the agreement to convert the Slavic Union Catalog from author to subject approach, the CIA Library received increments of the subject catalog, which was henceforth known as the Cyrillic Subject Union Catalog (CSUC). (All branches of the Library assisted in trying to alleviate the filing backlog created by the arrival of these cards.) In 1956 the CIA Librarian as Project Officer with the IC terminated the CSUC project. In listing his reasons, he stated that he believed it was more important to announce the availability of publications (in the MIRA) than to build up a fully cataloged set of cards. Termination of the CSUC permitted the IC to transfer nine positions to the MIRA staff, which needed relief because of an increase in receipts of USSR publications.

In 1959, CIA, through OCR, began support to a companion to the MIRA, publication, the East European Accessions Index (EEAI), published by the LC since 1952. Costs for the EEA were [redacted] in FY 1959, rising to [redacted] for FY 1961. \$51,000 was received from the National Science Foundation (NSF).

* A copy of a 1952 MIRA is on file in CRS Historical Files, (CIA Library 1952 - Job 58-98/1)

** These CSUC cards were augmented in 1954 by cards which the CIA Library received from the Army G-2 Library, the Air Force ATIC Library, the National Central Library in London, and the Armed Forces Medical Library on Slavic materials in those libraries. This companion catalog, known as the IAC Union Catalog in the CIA Library, did not work successfully, however, because of variation in cataloging practices and the resultant incompatibility of cards for filing purposes. The project ceased in 1956. AHIP-4-23, 8 May 56 C. (in File: AHIP Information Processing 1955-56. 58-98/5) Memo, AD/CD to DD/I, DD/A, CIA Comptroller, 13 Aug 52, sub: Additional Support Requested by the Library of Congress for the [redacted] Catalog C. (in File Library 1952 Job 58-98/1)

25] Ltr, AD to Librarian of Congress, 27 Oct 52. C. (in File Library 1952. Job 58-98/1) 28] Memo for the record, CIA Librarian, 6 Mar 56. U. (in Library Daily Reading File 1956. Job 68-1116/2)

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Funding by ~~the~~ Agency for the MIRA rose to a peak of almost 25X1A1a [redacted] by FY 1962, at which time CIA secured the financial participation of NSF and the LC itself. CIA costs then stabilized at the 25X1A1a [redacted] level.

During a routine audit of the Office of Central Reference (OCR - name changed from OCD in 1955) by representatives of the General Accounting Office in 1961, the question of propriety of CIA/OCR sponsorship of the two publications was raised. Paul Borel, AD/CR at the time, called on the ~~Agency's~~ Central Advisory Group (CRAG) and ^{which he had established in 1957} the members of the USIB Committee on Documentation (CODIB) to survey the usefulness of the two publications. NSF and the LC hired an outside consultant, 25X1A5a1 [redacted], to determine the character and degree of use of the MIRA and the EEAI. ^{21/30}

In late 1961 CIA stopped its support of the EEAI and the LC ceased its publication. As financial pressure continued to build up on CIA in the ~~ensuing~~ 1960's, the priority importance of the support to MIRA continued to drop. OCR felt that access to Russian publishing had vastly improved compared with the early 1950's, and intelligence users were no longer making substantial use of the MIRA. OCR notified the Librarian of Congress on 5 October 1965 of its decision to terminate CIA's funding of the MIRA in FY 1967. This occurred after much correspondence between OCR and the LC and even congressional questioning regarding CIA's termination of support to the MIRA. ^{27/31}

30) ~~21~~ ~~21~~ A Study of the Use of the Monthly Index of Russian Accessions and the East European Accessions Index by [redacted] March 1961. (in 25X1A9a File Library of Congress 1957-67 Job: 67-515/1)

31) ~~21~~ ~~21~~ File Library of Congress 1957-67 Job: 67-515/1

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b. Other Relationships with the LC

In the mid-1950's the CIA Library began to transfer regularly to the LC ^{those} foreign publications that (a) had been utilized by research components of CIA and were not scheduled to be retained in the CIA Library, (b) were archival materials no longer required by CIA (for example, the captured Japanese collection), or (c) were current publications received as a result of the CIA Library's worldwide selection program but found to have little or no intelligence value. By 1959 an average of 8,000 pieces, books and serials, had been sent to the LC every month. ^{29/32}

An important but informal arrangement was worked out in December 1952--and has continued to the present date--between the CIA Library and the LC ~~whereby~~ ^{for} one person from the Circulation Branch of the Library ~~was~~ ^{to be} detailed to the LC on a full-time basis to handle searching and charging out of all CIA requests, averaging 37 a day. ^{30/31} Arrangements were also made in the 1950's whereby professional personnel recruited for OCR were utilized by ^{the} LC while awaiting full security clearance. ^{31/34} These people worked at LC on projects that were of benefit to CIA.

The AD/CR made an offer on 23 November 1959 to the Librarian of Congress to supply the LC with a copy of every catalog entry representing original cataloging by the CIA Library. The LC accepted with the proviso that these cards would not be filed in the LC's Union Catalog because CIA did not want to get into the lending pattern for open publications. Arrangements were made to transfer the Library's retrospective collection of Russian newspapers to the LC. By 1964 the CIA Library had freed approximately 2000 linear feet of shelving, which provided badly-needed space for other serial material.

- ³² 28/Ltr, CIA Librarian to Director, Processing Dept., LC, 3 Nov 59, sub: Transfer of Selected Materials to LC. U. (in File Library Daily Reading File 1959 Job 68-116/2)
- ³³ 30/Memo, CIA Librarian to AD/CD, 9 Dec 52, sub: Inter-Library Loan Service from LC. U. (in Library 1952. Job 58-98/1)
- ³⁴ 30/Memo, AD/CR to DD/I, 5 Oct 55, sub: Summary of Relationship between LC and CIA. C. (Chrono 1954-55 Job 60-548/1)

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5. ~~History of~~ Branch Libraries (1951-1967)

As the Agency grew larger and personnel ~~was~~ ^{were} housed in widely scattered buildings, a need arose to establish branch libraries that would be administratively responsible to the CIA Library but would specialize in satisfying the reference needs of a particular group or component.

The first such Library to be established was at the request of Matthew Baird, the Director of Training. ~~Branch #0~~ ^{35) It} was opened in Alcott Hall in May 1951 to support the unclassified personnel going through the recruitment process. ~~It was known as Branch #0 because~~

Plans for a branch library specifically tailored to the needs of the covert offices ^{had a} ~~had a~~ ^{ier} ~~ier~~ began early in 1951 at the request of these offices. ~~36)~~

(However, it was not until 11 February 1952, that Branch # 1 was officially opened in K Building, ^{with two position added to the library 70.} ~~to serve the Agency components in the adjacent buildings of I, J and L.~~ ~~37)~~

In September 1952 the Medical Office requested ~~assistance~~ ^{of} from the CIA Librarian ~~in cataloging/setting up a library~~ obtaining a part-time librarian to take care of processing the accumulation of medical documents. A detail of ~~six~~ ⁶ months was arranged. At the end of this period, the Medical Office initiated action to augment the CIA Library T/O by one GS-9 librarian, and Branch # 3 opened in ^{Central Building in} November 1953. Library administration lasted until July 1959, when the Medical Staff took over completely.

In May 1953 the foreign publications procurement function was transferred from the State Department to the CIA Library. An agreement

32) 34) 35) Memo, CIA Librarian to Deputy Chief, Medical Staff. 22 Sept 52, sub: Temporary Assignment of Librarian to Medical Staff. C. (in Library Daily Reading File 1952 Job 68-116/2)

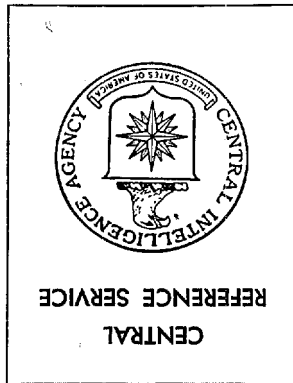
36) Memo, CIA Librarian to AD/CD, 16 Oct 51, sub: CIA Library Services, Project IV. Branch Library Service to OPC. S. (in Library 1949-51 58-98/1)

35) 36) Approved For Release 1999/09/24 : CIA-RDP84-00951R000300020008-1
Memo, Matthew Baird to Advisor for Management, 13 April 1951, sub: Library Facilities for Unclassified Training Group A. U. (in Library 1949-51 59-98/1)

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00/ * at that time
 was reached with FDD that Branch # 4 be established ~~at~~ in
 25X1A6a
~~2209~~ Building, to function as the focal point of procurement,
 receipt, ^{bibliographic control,} and retention of foreign language publications in the
 Agency. This branch operated until FDD's move in 1960
 to H Street N.W. ^S

^{When} At the time the Office of Scientific Intelligence
 (OSI) moved from ^{the} "M" Building to Barton Hall, ^{in 1954} it
 requested that a branch library be established for its purposes.

Branch # 5 opened in September ^{of} that year. ^S

As the Office of Training (OTR) programs evolved, the
 training of uncleared personnel dropped out of the picture
 and the role of ^{the} OTR Library and Branch # 2 ~~in training~~ tended
 to blend. Mr. Baird and the AD/CR agreed that these two
 facilities should be consolidated into a single branch of the
 CIA Library in R&S Building. ^{27/ 25X1A9a}

~~Chief of the Circulation~~
 Branch, managed the take-over from OTR ^{became in} effective November 1957 ^{and OTR handling}

The ^{far} ~~first~~ ⁺ ~~field~~ Branch Library was established in
 25X1A6a ^{25X1A9a 25X1A9a}

~~in 1958~~, at the request of ~~the~~ ^{25X1A6a}
 Chief of the ~~Station~~ ^{25X1A9a} Station. ^{Surveying} ~~Studying~~ ^{on-site} the need for
 a ~~station~~ ^{25X1A9a} library, ~~the~~ ^{25X1A9a} recommended the establishment of
 a reference and information activity. ^{25X1A9a}

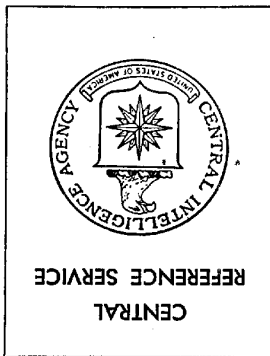
from his staff became the station's first OCR librarian on 15
 February 1958 and served ^{for} 3 years. The Library terminated its
 support in 1964 ^{because} as the activity no longer required professional
 administration. ^{**}

30
 * Discussions with FDD regarding a Branch Library began as early as January 1952. The
 CIA Library maintained that FDD had assumed certain Library functions for which it
 had ~~not~~ ^{should} ~~it have a library~~ charter. ^{31/} (Memo for the Record, CIA Librarian,
 7 Feb 52, sub: Proposal to Establish CIA Library Branch in OO/FDD. S. in File:
 Library Daily Reading File 1952. Job 68-116/2)

** ^{38/} ~~A~~ ^{total} of three librarians served in Honolulu.
 Memorandum of Agreement Between the Director of Training and the Assistant
 Director, Central Reference, 28 October 1957. C. (in Library 1955-57 60-139/1)

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The Office of Communications (OC) Library was transferred to OCR with a T/O of two persons in 1 May 1959 to increase managerial efficiency. This is the only branch library still under CIA Library administration in 1973. The ^{OTR} Office of Training Language and Area School, located in Arlington Towers, ^{was not scheduled for a} did not move to the new Agency building ~~in the fall of 1960~~; therefore, a Branch Library was established ^{in the fall of 1960} for these ~~the~~ training activities. It was phased out in 1966 because of ^a ~~the~~ cutback in area training. In 1963 the Office of General Counsel ^{(OGC) needed} for assistance in providing ^{specialized} ~~special~~ reference service and in building up a legal collection for its lawyers. As a result, ^{another} ~~the~~ Branch Library was established; its staff of one was administratively transferred to OGC in 1968 as the CIA Library faced T/O cuts. ~~The~~ last Branch Library to be established was in the Office of Research and Development (ORD). Opened in July 1966, it provided direct support to ORD, including the use of a manual "profile of interest file" for calling new materials to the attention of ORD subject specialization. ORD took over ^{its} ~~the~~ administration in mid-1968.

The move to the new building in 1961 obviated the need for Branch Libraries # 1, ^{and} # 5, and the Training Library.

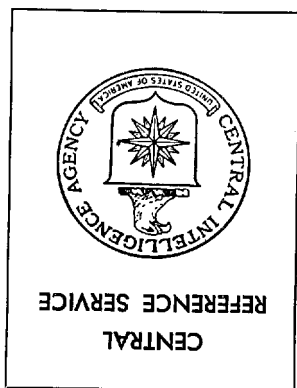
Library with a T/O increase gone.

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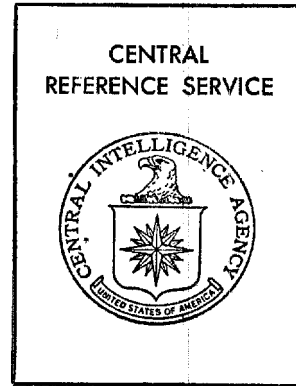
6. Much Ado About Something ¹⁹⁵²
^{a. Reorganization}

OCD's move to the Riverside Stadium in April 1952 resulted in the Librarian's Office being placed "in the loft" above the troops, except for the Reference and Circulation Branches, which remained in ^{the} "M" Building. Immediately before the move, the Library had its second reorganization. Based on a survey by ^{25X1A9a *} [redacted] entitled A Report on the Files and Circulation Sections of the CIA Library, a new Circulation Branch was created made up of the former Circulation, and Files Sections of the Reference Branch. Both the Analysis and the Circulation Branches were organized on a document source basis (State, Defense, CIA, and Miscellaneous) similar in pattern to that of the Liaison Division. (Documents were also ^(groups of 15-20) batched in envelopes according to main source of origin.) ^(successor to Central Records Branch) The Processing Unit of the Document Branch, performing duties in connection with preliminary cataloging (typing) of incoming documents, was transferred to the Production Section, Analysis Branch. The project for microfilming all intelligence documents was transferred from the Reference Branch to the Document Branch, with nine positions added to the T/O of the latter. A few months later this project was transferred to ^{the} ~~the~~ ^{hmd} Machine Methods Division, where the technical aspects of microphotography could be researched and tested. The Field Survey Branch of the Library had been inactive for 2 years because of the other demands upon ^{25X1A9a} [redacted] the Deputy Librarian, who also headed the Branch. Its functions of determining the location of domestic sources of potential intelligence interest were taken over by the Special Resources Section established in the Reference Branch.

^{first}
 * Planner and ~~editor~~ ^{first} editor of the Intelligence Publications Index (IPI).
 See chapter on Intellofax.

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On 24 June 25X1A9a replaced 25X1A9a as Librarian (25X1A9a became Executive in the AD's office), and on 7 July 25X1A9a, chief of the Book Branch, took over as Deputy Librarian. The new Library team made a plea for additional personnel. In a memo to the AD/CD they presented statistically the growth of Library service:

	<u>1948-49</u>	<u>1949-50</u>	<u>1950-51</u>	<u>1951-52</u>
Reference Questions	6,817	8,250	12,594	17,000
Documents Supplied	31,084	41,015	60,794	90,400
Books Purchased	8,184	10,760	24,436	44,100
Subscriptions Placed	2,576	4,256	3,891	6,000
Books Cataloged	4,164	4,476	4,920	7,400

b. Clipping Service

Late in 1952 the Chief of the Book Branch (25X1A9a), at the request of the AD/CD, made a survey of the newspaper and periodical clipping service. At that time 17,000 clippings were being sent out each month based on 145 requirements from CIA customers in all offices except Administration and Management. Due to the analysts' cry of "inestimable value" and the threat of increasing publication subscriptions, the service continued for another 3 years. The T/O, however, was reduced from an approved T/O of seven in 1949 to five in 1952. Service was finally terminated in 1956 because of budget restrictions.

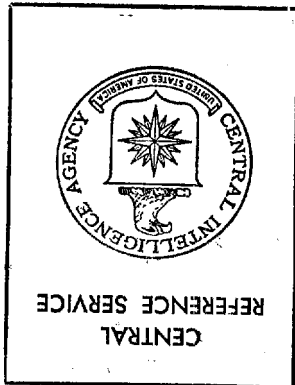
- 40/ 37/ Memo, CIA Librarian to AD/CD, 23 Dec 52, sub: Additional Personnel Requirements in CIA Library. S/ (in CIA Library 1952. Job: 58-98/1)
- 41/ 38/ Memo, C, Book Branch to AD/CD, 15 Dec 52, sub: Survey of the Clipping Service. C. (in CIA Library 1952. Job: 58-98/1)
- 42/ 39/ Memo, Executive, AD/CD, 11 March 1949, sub: Amendment of Table of Organization for OCD. C. (in File: Table of Organization-History Job: 58-98/6)
- 43/ 40/ Memo, AD/CR to all offices, 22 Aug 56, sub: Termination of CIA Library Clipping Service. U. (in Library Daily Reading File 1956. Job: 68-116/22)

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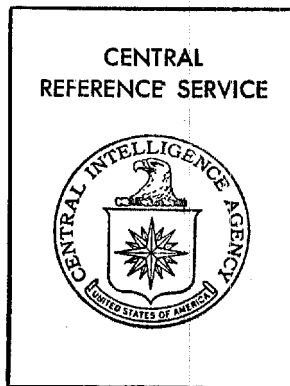
(Selection. The important position of Selection Officer was established in the Reference Branch in 1952. One of the earliest mention^s of selection procedures occurs in a memo from ~~25X1A9a~~ ^{25X1A9a} ~~two~~ ² weeks after he reported for duty in March 1948. ~~25X1A9a~~ ^{4# 4#} Six months later the Librarian approved a ~~September~~ ^{from} proposal ~~of~~ ^{25X1A9a} ~~that resulted in~~ ^{being} ~~for book selection, in which~~ ^{to choose books for} five librarians ~~were~~ ^{the} assigned responsibility for screening book reviews in designated magazines. ~~Librarian~~ ^{4#} Selection policy was the key to the CIA Library's shaping of its reference capabilities. Among the principal considerations were (a) knowing what the major requirements of the Agency were likely to be by studying the borrowing and purchase patterns of individual requesters, requirements lists, and reference questions, and (b) reviewing trade announcements, bibliographies, book reviews, and catalogs from all over the world. The emphasis was usually on current material, with heavy reliance on interlibrary loan for historical background items. Originally set up for the purpose of selecting material for the book and periodical collections, this function expanded over the years to include similar responsibility for the document collection. Selection officers worked closely with document disseminators and classifiers in determining what, how, and where classified documents should be handled in the Library. They also alerted production offices to new and forthcoming publications.

A Joint Liaison-Library Selection Committee was also established in May 1952. It consisted of one officer from ID and three Library representatives from the Analysis, Book, and Reference Branches. The Committee determined processing treatment for documents secured by

- 4# Memo, ~~25X1A9a~~ to AC, Intelligence Documents Division, 30 March 1948 sub: Proposals for Certain Selection Procedures in Reference Center Library U. (in Library Daily Reading File Jan-June 48 68-116/2)
- 4# Memo, C, Field Survey Division to C, CIA Library, 15 Sept 48, sub: Tentative Proposal for Book Selection Procedure U. (in Library Daily Reading File July-Dec 48 Job 68-116/2)

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LD officers, publications from the Foreign Service, and enclosures that required specialized treatment.

7. The Heyday of the Library (1953-mid-1956)

A "first" was the Library's publication in January 1953 of the ~~Intelligence Publication Index (IPI)~~, the index to finished intelligence. Its history and development are discussed in the chapter on the Intellofax System, ^{in a number} as the two indexing systems are closely related.
25X1C4e



Foreign Branch (later called the Acquisitions Branch), with a T/O ^{25X1A9a} of ~~positions~~ became part of the CIA Library, with ^{25X1A9a} as its chief. At that time the Library added to its ^{25X1A9a}

(The branch was established with a T/O of 16, supplemented by 13 additional positions from State in July)

managerial staff a Deputy Librarian for Procurement ^{25X1A9a}, an ex-Army Major who had been G-2 Librarian. (He remained with the Agency until 1955 when he transferred to NSA and the second Deputy Librarian's slot was ^{then} dropped.)

As mentioned in the organizational setup of the Reference Branch in 1948 (see page 7), retrieval for the Intellofax System was not the administrative responsibility of the classifiers. The reasoning behind this separation was that professional librarians considered Intellofax queries no different from any other reference question. In 1953 a policy was inaugurated whereby one senior classifier was rotated from the Analysis Branch to Reference on a weekly basis. The gains realized were evident in a wider understanding of reference problems and a closer knowledge of the end product.

46) 47) 48)

Memo for the Record, 29 May 52, sub: Establishment of a Joint Selection Committee. C. (in Library Daily Reading File 1952 Job 68-116/2)
Status Report on Foreign Branch, CIA Library, 7 Oct 53. C. (in CIA Library 1953. Job 58-98/1)

* See Document Division history of 1965 for realignment of retrieval activities into the Analysis Branch.

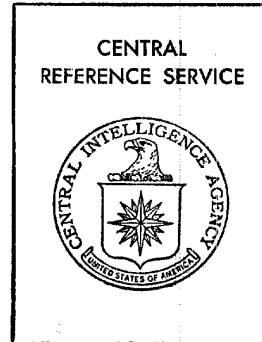
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In May 1953 a Serials Unit was developed in the Circulation Branch to resolve the many specialized problems concerning the treatment of the serials collection. In cooperation with ID, arrangements were completed giving the Circulation Branch direct access to Armed Services Technical Information Agency (ASTIA) for the procurement of reports originating from contractors for the Department of Defense (DoD).

In October 1954 [redacted] 25X1A9a resigned as Chief of the Reference Branch to accept a position with USIA, and [redacted] 25X1A9a, editor of the IPI, transferred from the Book Branch to become Reference Chief.

a. Reorganization Again 48/48/

In June 1955 the Library was again reorganized. At that time it had a T/O of 250 --the highest it has ever had to date (1973). In the course of the re-organization the Book Branch was abolished, and all procurement activities, domestic and foreign, were transferred to the Acquisitions Branch. The ~~Top Secret~~ Section was removed from the Library entirely, and a new Classification Control Staff, with [redacted] as chief, was created to handle consolidation of the document security control functions of the Agency TSCO and the Library's Document Branch.

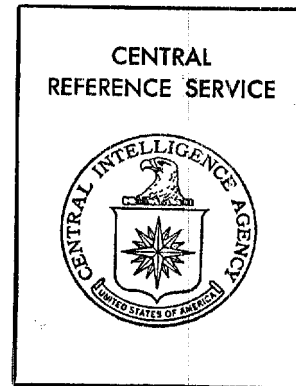
The Catalog Section was moved to the Analysis Branch, which was renamed Analysis and Catalog Branch. All subject indexing functions of the Library were combined in this new Branch, which comprised three sections: Reports, for indexing intelligence reports into Intellofax; Book, for cataloging books; and Periodicals, for indexing finished intelligence and periodicals and for handling the clipping service.

* See Chapter on Acquisitions Procurement
** See Chapter on Overall OGR History, 1954-67

48/48/ Approved For Release 1999/09/24 : CIA-RDP84-00951R000300020008-1
23 Nov 55, sub! Reorganization. S. (in detail) 60-139/11

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what was it? what smaller than? what?

a smaller percentage, arguing that it pointed to the necessity for a revised ISC with tools that would contain enough information for proper code choices, namely an Authority File. The Team agreed that citations were inadequate and ^{Should} had to be improved. *

are these charges from the Consultants?

Other claims against the System were that it was insufficiently used, slow, untrustworthy, ^{and} costly, ^{and that it} required excessive space, overlapped work done in the OCR Registers, and failed to provide service at as high an intellectual level as ^{was} is needed for the programs of the Agency. T11 pointed out that Intellofax was chosen as a solution to a requester's problems if the information he needed could ~~only~~ be found ^{only} in information reports; that 1-2 days to satisfy a request was not unreasonably slow; that it was impossible to compare the ^{Consultants'} cited figure of \$200 for each search with any norm or ideal; that ~~an~~ open card catalog and ~~in~~ intact hard copy file would take more space than Intellofax; that the Consultants confused multiple processing among the Registers with duplicate processing and that Intellofax could not retrieve by name of individual or plant. The Task Team felt that the Intellofax System provided very sophisticated service when combined with the researchers' screening and searching. T11 and T13 both recommended that

who cited this figure

** The questionnaire showed that slowness was the least frequently cited reason for lack of use.

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The Special Resources Section of the Reference Branch was abolished as an administrative unit. During its 3 years of existence it had identified non-CIA and surveyed a variety of library collections and activities. ** This part of the survey was completed*

and its activities were redirected toward book selection and management of special reference project for the Library.

IG
B.II Survey

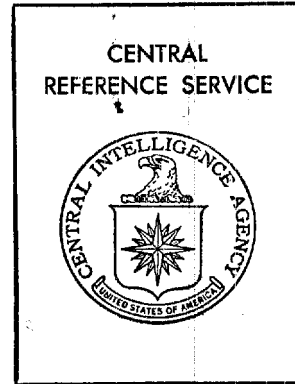
The Inspector General surveyed OCR in 1956 and submitted ~~the~~ a report to the DCI on 25 April 1956. The Library received plus marks for its accomplishments, which the survey described as "impressive." The overall appraisal of the Library, its personnel, organization, management, and operations was a highly favorable one. Certain minor deficiencies were noted, namely: restricted data material was not indexed in the central reference system; there ~~was~~ *were* no written selection criteria for selecting material for inclusion in the IPI; there seemed to be duplication of the ^{Library} clipping service elsewhere in the Agency and in the government (The IG questioned whether the Agency was getting a maximum return from the service as conducted in the Library); a considerable amount of time was lost in moving documents from place to place—dissemination, coding, keypunching, microfilming, distribution—all in a variety of areas in that OCD (The IG recognized this problem common to all OCR operations was under continuing study and changes were made as experience dictated); grade structure in the Documents Branch was too low to provide adequate compensation for the *services*

#6
 #7
 49

surveys
 * For its publications see (page) *appendix* the list of Library publications on ↓.
 Inspector General Survey of Office of Central Reference 1956 (in CRS Historical File S.)

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performed; a serious space problem exists^{ed} in the Circulation Branch, which jeopardized efficiency and morale; ^{and} the Circulation Branch found it difficult to recover books and documents borrowed from the Library.

The DD/IS (Amory) ^{Robert}'s ~~comments~~ ^{comments} on certain of the Library deficiencies ~~recommendations for correcting the above deficiencies~~ ^{library} were:

restricted data should not be merged into the central reference system any more than special intelligence ^{sh}ould be included on an Intellofax tape because of the danger of compromise; because the DCI had given his approval to continued production of

News Highlights by DD/P ~~and, therefore, the IG's recommendation concerning elimination of certain~~ ^(the clipping service was finally terminated) ~~about~~ duplication of clipping services was no longer valid.

OCR grade structure ^{in general} was inequitable and the DD/S would be asked to take the recommended action; the AD/CR would prepare and publish an Agency notice defining employees' responsibilities with respect to materials borrowed from the CIA Library.

re. Treaty Collection

~~Because of that~~ ^{Due to} a flap which occurred at the time of the Suez Crisis in 1956 when reference librarians searched all over the Washington government area for the Suez Canal Treaty of 1888, the Library took steps to strengthen its Treaty collection. ^{LC}
The ~~Library~~ ^{it} undertook to establish microfilming schedules with

for the latter's out-of-print treaty reference works.

~~41/Memo AD/CR to all offices, 22 August 56 sub: Termination of CIA Library Clipping Service U. (in Library Daily Reading File 1956 Job 68-116/2)~~

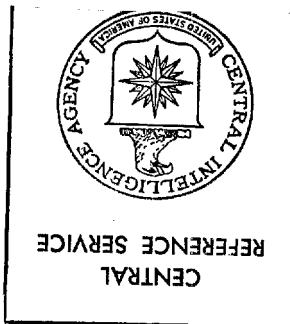
50/491 ~~41/Memo, Deputy CIA Librarian to AD/CR, 14 Aug 56, sub: Treaty Resources, CIA Library, Internal Use Only (in Library 1955-57)~~
Approved For Release 1999/09/24 : CIA-RDP84-00951R000300020008-1

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8. Big Reorganization-September 1956 25X1A9a

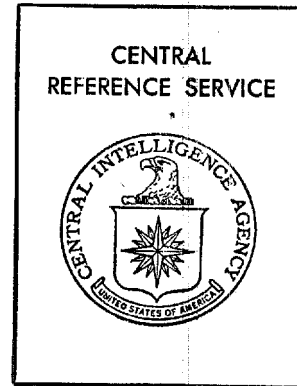
25X1A9a

[redacted], the Librarian, and [redacted], Chief, Acquisitions Branch, left on a round-the-world trip in August 1956. While they were away, ~~yet~~ another reorganization--the most extensive yet--took place. In September the DD/I ordered an across-the-board personnel cut, as a result of which OCR had to discontinue several operations that were considered to be of relatively low priority *and costly in manpower,* including the Library Clipping Service ^{and the Weekly Accessions List.} To achieve a more effective utilization of manpower, OCR was reorganized on 1 November, ⁴⁸⁵⁰ and parts of the Library and ID, plus the Classification Control Staff, were regrouped into a new Document Division (DD). This change placed the coding and dissemination functions in the same Division. ^{-DD.} Management had considered adding the dissemination function~~s~~ to the Library but had decided that this would make the Library too unwieldy. The shift of duties and personnel left the Library with a T/O of 111 and stripped it of the distinction of being the largest single Division in OCR. Circulation and Reference were ~~left~~ basically intact. Book cataloging was attached to the Acquisitions Branch.

50/ ~~Memo AD/CR to all offices, 22 August 56, sub: Termination of CIA Library Clipping Service. U. (in Library Daily Reading File 1956 Job 68-116/2)~~

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a. Consultants' Survey ^{5/57} ₁₉₅₇ 2/

In 1957 the Library underwent a traumatic experience--the Library Consultants' Survey. This survey was, in fact, the major issue concerning OCR during 1957. It stemmed from a proposal of the DDI (~~Amory~~) the previous year that a panel of library experts be engaged to make a special survey of the library. He apparently made this proposal largely upon the recommendation of one of his Special Assistants (Walter Pforzheimer), who felt that the Library was in poor shape but was himself unable to pinpoint the problems. In August 1956 Mr. Amory established an ad hoc Library Survey Committee, representing many segments of CIA, which drew up terms of reference for a panel of three outside librarians who were to survey the CIA Library and the OCR documentation processes so that OCR could be sure of developing optimum efficiency and best possible use of space and manpower before its move to the new building.

The three consultants--^{25X1A5a1} [redacted]
^{25X1A5a1} [redacted]

[redacted] of Yale University spent over 3 months in OCR. ^{25X1A5a1} [redacted] probed vigorously into the details of the entire reference problem. ^{25X1A5a1} [redacted] was mainly interested in the Library collections, in relations between

^{52/} Report of the Library Consultants, 18 May 1957 S. CRS Historical Files K-106
 Task Team Reports, 1958 S. 2 volumes CRS Historical Files K-107

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54
On 18 June Dr. Andrews answered the Consultants' criticisms of the handling and usage of ~~older~~ Intellofax cards over 5 years old. They claimed and he ~~refuted by actual testing~~ the cards were not available to the customers, who were ^{even} not told of the retirement policy. Dr. Andrews actually made an Intellofax request and in 20 minutes had legible photos of the older cards, which had been put on microfilm. He claimed that most of the indictments were untrue and particularly misleading.

left up

the Library and the Registers, and in overall problems of office policy, command, and operation. 25X1A5a1 concentrated on acquisitions problems. On the whole, the Consultants were not favorably impressed with the Library operations and related Document activities, many of which affected the DD Document and Machine Division (AD) as well.

Dr. Andrews was greatly disturbed by the specific criticisms which the Consultants levied on OCR, its Intellofax System, and its mechanized approach to the documentation problems. He stated:

"We knew the family car had plenty of squeaks and rattles, but we did not believe it was in quite such a shape as the Consultants say it is." He took issue with their recommendations that OCR

cease using microfilm aperture cards and go back to hard copy, abandon the Intellofax System, and expand the IPI into a monthly

Publication much like the Bibliography of Agriculture. 25X1A5a1

25X1A5a1

Dr. Andrews likened the adoption of these recommendations to telling OCR to "junk the family car and buy a horse."

No aspect of the survey caused as much concern as the "Ten Horrible Cases" they cited to "point up some of the intellectual and mechanical problems of the Intellofax System." Dr. Andrews spent the better part of a week to examine in detail each of the ten Intellofax requests. In his memo to the DD/I, Dr. Andrews

- 53) [initials] 1/Memo, AD/CR to DD/I, 7 June 57, sub: Comments on the Report dated 18 May 1957 by the Library Consultants-Number One. C. (in Chrono 1957 Job 61-416/1)
- 54) [initials] 2/Memo, AD/CR to DD/I, 18 June 1957, sub: The Handling and Usage of Old Intellofax Cards and Minicards. S. (in Chrono 67 Job 61-416/1)
- 55) [initials] 3/Memo, AD/CR to DD/I, 1 July 1957, sub: The Ten Horrible Cases of the Library Consultants. S. (in Chrono 1957 Job 61-416/1)

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In his memo to the DD/I on 1 July ^{then} he bluntly stated: "Now hear me! These are not Ten Horrible Cases at all." He admitted that two of the cases ^{serious} were human errors causing the ^{MD} Machine Division to miss some cards ^{that} which should have been supplied to the customers. Two others were similar, but the Consultants failed to note that these mistakes were caught and corrected within OCR itself. The other six cases he described as "phonies and bogus"; he showed why reruns did not ⁱⁿ⁻ always retrieve the same Intellofax references, due in specific instances to a change in ^{retrieval} parameters, such as date coverage, source specificity, ~~as well as~~ subject or area breakdowns.

On 11 July he prepared a final accounting for the DD/I referring to his ^{two previous} memos of 18 July which he said proved that most of the criticisms of the Intellofax System were thoroughly unsound. He was certain that OCR (and the DD/I) should reject the Consultants' most important recommendation that the Intellofax System be phased out as rapidly as possible. He admitted, as he always had, that the System had imperfections, but he claimed it was doing a far better job for OCR than any conventional published index ^{*} could do. His answer to the Consultants' proposals for more aggressive leadership in OCR was: "We can accomplish more by the behavior and methods now being used than we could by trying to crack a whip, or by telling other people how much smarter we are than they."

^{that} Other aspects affecting the Library which Dr. Andrews answered were: (1) He felt that the consultants' proposal that OCR should create a Central Reference Staff ^{had} some merit, but he recommended ^{never} that OCR build up ^{its} ~~first~~ the Library Reference Staff through fairly intensive

25X1A5a1 ~~mis~~-page



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training but that there be no formal reorganization until there could be an experimental trial of the usefulness of putting liaison officers from the Registers into the staff. He suggested as a start that each Register might be required to place one person full-time with the reference librarians for a week or so.

~~He did not say~~ As to space arrangements ^{Dr. Andrews} he stated that the Consultants were right in saying that the Library held down purchase of books for reasons of economy and space limitations. He recommended a slow build up of ~~going slowly in building up~~ collections even in the new building, and embarking ^{ation} on a program of acquisition in specific fields, such as the Treaty Collection. ~~Dr. Andrews~~ Dr. Andrews bristled at the Consultants' criticisms of the Library's efficiency, ^{and manpower} as compared with libraries at ^{State} Department, Yale, and other institutions. ^{many of} ~~these~~ ^{of} these criticisms unsound. He recommended that the Management Staff study the charges of inefficiency and wasteful use of manpower.

~~He~~ He agreed with the criticisms of the ISC ~~in that~~ that it was too detailed for efficient and consistent use. However, he did refer to the difficulty of keeping other agencies from expanding segments of the ISC in which they were specifically interested. ~~expanding the ISC~~ He was confident that ~~the~~ ^{the} ANIP Working Group for a revised Group of ANIP would be able to agree on a simpler version of the ISC. ~~Dr. Andrews~~ Dr. Andrews absolutely rejected the Consultants' recommendation that the document collection be maintained in hard copy rather than on microfilm in aperture cards. The ~~original~~ ^{original} reasons for developing the aperture card system were still valid: conserve floor space, and cabinets and ensure a complete file.

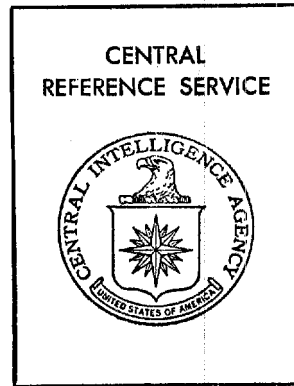
Interagency Advisory Committee of the Subcommittee on Information Processing (ANIP)

* See Chapter — (Zukellepap) for ANIP version of the ISC.
 ** See Chapter — (Zukellepap) for explanation

for aperture card system

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b. Task Team Reports -- 1958

against the Consultants on
~~And~~ with his last blast ~~of~~ 11 July, Dr. Andrews also
~~from the~~
 submitted his resignation ~~the same day~~. His successor
 as AD/CR, Paul Borel, *arrived in September and* immediately set out to evaluate the
 recommendations of the Library Consultants in order to have a sound
 basis for making decisions on them. Examining the Consultants' Report
 in detail, he found that basic questions could be identified, and he
 set up 16 Task Teams ^(TT) to deal with these problems. Most of these Teams
 were chaired by OCR personnel, and 37 of the Team members were OCR
 employees. Other Agency offices contributed the services of more than
 30 of their employees as Team members.

Twelve of the 16 Teams dealt with Library or
 related operations; the others with general topics, such as training
 and customer relations. Three of the 12 that concerned the Library
 were directed toward acquisitions and publications procurement
 (Task Teams 5, 6, and 7) and will be discussed in a separate chapter.
 The ~~TT~~ Reports of 1958 will be discussed in relation to
 criticisms
 the Consultants' ~~Survey~~ on the Library, and related operations.

57] ~~56~~ Task Team Reports, 2 vols. S. (CRS Historical Files) 1958

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3 January 1958 sub: Transmittal of Views of OCAS Document
Handling Capability S. (CRS Historical Files)

(1) ~~Task Team~~ Intellofax (TT1)

25X1A9a [redacted] had devoted a great deal of time examining, dissecting, and relentlessly attacking the Intellofax System in all its ramifications. TTL's seven-man committee came up with the longest study of all the ~~Task~~ Teams--90 pages, including much philosophizing on the part of the chairman about information storage and retrieval. The committee participated in a joint questionnaire with TT10 (Reference) and TT11 (Information Center) designed to elicit information from customers regarding their attitude toward and opinions of the OCR information services. Some of TTL's findings overlapped with TT³A (Coding) and TT9 (Cataloging) in the use of the ISC and with TT2 (Machine Use) in the machine applications of the Intellofax System.

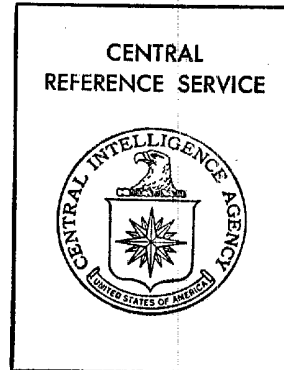
Before the Task Teams were actually organized, Mr. Borel had asked an user analyst to study OCR's document system in ^{the} light of the Consultants' findings. [redacted] 25X1A9a of the Office of National Estimates (ONE) prepared a thorough 37-page study, which Mr. Borel gave to TTL.

The Consultants ^{had} charged that Intellofax was unreliable in coding and encoding, citing 20 cases in which the same subject was not coded twice in the same ISC terms. TT1 confirmed that this charge was substantially correct, stating that these errors were due to lack of direct contact with the requester, lack of experience of reference librarians, lack of advice from the Analysis Branch, and lack of a continuing and growing tradition that would benefit from past experience. TTL felt that all of these factors could be alleviated with a revised ISC with tools that would contain enough information for proper code choices and with an Analysis Branch representation on the retrieval end. TTL agreed with the Consultants that citations (titles) on documents were inadequate and should be improved.*

* Even before Mr. Borel had taken up the community problem of improved titles with the ~~Committee on Documentation (CODIB)~~ ^{which referred to the} the ~~to Write Abstracts and Title Expansions~~ ^{to Write Abstracts and Title Expansions} in February 1959. (Attachment to CODIB-D-28 16 March 1959 in CODIB 1959 Box 640341/2)

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The Consultants also charged that the System was insufficiently
 *
 used, slow, untrustworthy, and costly, and that it required excessive
 space, overlapped work done in the OCR registers, and failed to
 provide service at as high an intellectual level as was needed for
 the programs of the Agency. TTL pointed out that Intellofax was chosen
 as a solution to a requester's problems if the information he needed
 could be found only in information reports; that 1-2 days to satisfy
 a request was not unreasonably slow; that it was impossible to
 compare the Consultants' cited figure of \$200 for each search with any
 norm or ideal; that the recommended card catalog and intact hard-
 copy file would take more space than Intellofax; that the Consultants
 confused multiple processing among the Registers with duplicate processing,
 and that Intellofax was not designed to retrieve by name of individual or
 industrial installation. The Task Team felt that the Intellofax System
 provided very sophisticated service when combined with the researchers'
 screening of the document references. TTL and TT3 both recommended
 that the Analysis Branch be divided by subject/area specialization to
 **
 raise the intellectual level.

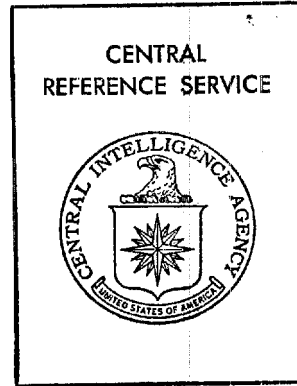
Two other criticisms were directed to the mechanical aspects
 the
 of the System: same data did not appear on repeated runs for the same
 codes, and older IBM cards were unavailable. Dr. Andrews had directed him-
 self to these two issues (see pages 26 and 27). According to TTL and
 TT2, the ^{MD} Machine Division had already corrected the weakness of a multi-
 plicity of files, which the Consultants claimed as one of the major reasons
 for the errors in the Ten Horrible Cases. The Consultants' charge of
 unavailability of older cards was partially true insofar as it

* The Intellofax Questionnaire showed that slowness was the least frequently
 cited reason for lack of use.

** Subject specialization was considered, but never put into effect, because
 a large percentage of the documents were multi-subject. The eventual re-
 organization of the Analysis Branch in November 1960 was by area
 specialization. See Chapter on the Document Division.

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TTI recommended that microfilming of retired Intellofax cards should be discontinued.

referred to the information given the requester. TTI claimed, however, that it was not correct in relation to the true facts. Some librarians had been remiss in not alerting a requester that the Intellofax cards older than 5 years had been retired to Records Center and that these cards were on microfilm in headquarters. The Task Team also determined that the cards could be returned from Records Center within a relatively short time.

During the Task Team's investigations, a Composite Group was set up as an experiment to handle Intellofax runs in the Reference Branch. Its establishment was probably one of the most important results of Task Team efforts. The Group consisted of one representative each from the Analysis Branch, DD, 25X1A9a, [redacted] also a member of TTI), Machine Division, 25X1A9a, [redacted], and the Reference Branch Library, 25X1A9a, [redacted]. Intellofax retrieval under this arrangement reflected the maximum efforts of the three involved divisions. The establishment of the Composite Group was probably one of the most important results of this amalgamating Task Team efforts, for it emphasized the importance of input and output in a team devoting full time to Intellofax efforts. The arrangement became a permanent one, with a senior Intellofaxer on rotation to the Reference Branch for a month to work with one librarian whose sole responsibility was Intellofax retrieval. After the initial experiment, it was not considered necessary to have a permanent Machine Division representative—he was on call, if necessary. The activity was given a more descriptive name January 1961, when it became the Intellofax Reference Group (IRG).

25X1A9a

592 IAF memo [redacted] NAD/CR, 13 Jun 61

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(2) ~~Task Team No. 2~~ Machine Use (TT2)

This Task Team consisted of three individuals with varied degrees of experience in machine data handling system operations. TT2 agreed with the Consultants' criticism that eight Subject and 14 Area Files in the ^{MD} Machine Division were excessive and impaired the efficiency of the Intellofax operations. It also discovered that the machine sorting of the Area File was minimal, and it recommended that all parts of it be combined in arrangement by area only. TT2 agreed with the Consultants that the electronic facsimile printers used for the preparation of Intellofax tapes had become outmoded. MD had performed tests and produced sample Intellofax tapes using Card List Cameras (built in MD) and Photostat Expeditors, which processed the exposed photographic paper. TT2 confirmed that these machines could produce tapes at twice the speed of the facsimile printers. It recommended that they should continue to be used because they also could be readily converted for use with hard-copy documents or with aperture cards and because the services they provided could not be obtained at a lower cost by other systems as the Consultants claimed. TT2 agreed with the charge that the machine files required excessive space. (see TTL above)

*Expeditors
To be spelled
with an "o"
(Announced
...)*

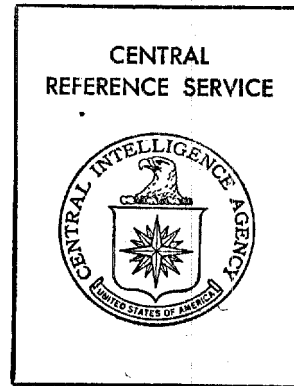
(3) ~~Task Team No. 3~~ Coding (TT3)

This Team covered a variety of subjects, some of which overlapped with TTL, TT2, and TT9. Charged with a study of the ISC, it made no tests on the coding scheme per se, because the ISC was already undergoing extensive revision. The Consultants had strongly recommended the adoption of the IC system of

the classification for the cataloging of books in CIA Library. *... machines in MD. * the chapter - (typewriter) for discussion of Subject Area Files.*

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agreed that for book cataloging

TT3 had no argument with this, and heartily recommended the conversion of ~~book cataloging~~ from the ISC to the LC scheme. Two main claims of the Consultants that the aperture cards should be discontinued in favor of an intact hard-copy document system and that the Intellofax punch card system should be replaced by a manual card catalog were partly accepted by TT3. It recommended the establishment on a trial basis of a 1-5 year collection of hard-copy documents, but as a supplement to, not a replacement for the aperture card program. TT3 stated that, although there was no substitute for the extensive searching capability of a good machine indexing system, there might be some advantage to the rapid browsing ability offered by a card catalog. It therefore recommended that such a catalog be adopted, with extra IBM cards prepared as a by-product of the Intellofax file.

In attacking the Intellofax System the Consultants urged that it be replaced by an expanded IPI to cover all documents, books and periodical articles, including FBIS materials. TT3 rejected this recommendation (and agreed with Dr. Andrews) based on size alone, estimating that an annual cumulation of the augmented IPI would be three times as thick as Webster's unabridged dictionary. In addition, TT3 asserted that the publication would not be as current as Intellofax and the total expenditure would be more. TT3 did, however, recommend a printed index

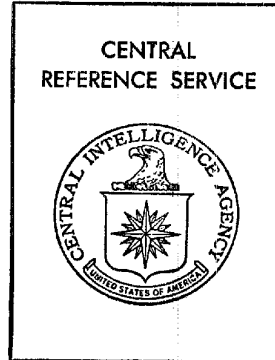
of published ^{FOIA b3 b1} material, possibly through an external research contract.

* At the recommendation of ^{security} the DAD/CR in January 1959, Mr. Borel agreed to defer further action on these two recommendations until OCR had an opportunity to evaluate the impact of the MINICARD experiment on OCR operation. As far as this historian recalls, these two changes were never recommended again.

** See discussion of 3-month contract with ^{25X1A5a1} in ~~the~~ ^{chapter} history of the (Document Division), 1958. Contract.

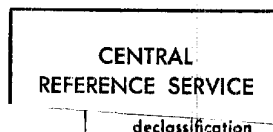
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(4) ~~Selection Task Team~~ (TT4)

TT4 was assigned the problem of studying the publication selection criteria and determining ^{whether} ~~if~~ the Agency staff participated in the selection process, ^{whether} ~~if~~ there ~~was~~ ^{was} a satisfactory selection policy, and ^{whether} ~~if~~ the selection function should be in the Acquisitions Branch or in the Reference Branch. The Team recommended that a committee of library selection consultants be designated a channel subordinate to CRAG Representation, ~~Reference~~ ^{ation}

to receive research programming and project planning papers.

TT4 gave ^{both} plus and minus marks to the selection policy. It was not satisfactory in that there were selection standards and practices for which there ^{were} no official endorsements. Written statements of policy, criteria, and procedures were also incomplete. A plus mark was given to the emphasis on a strong reference and bibliographic collection.

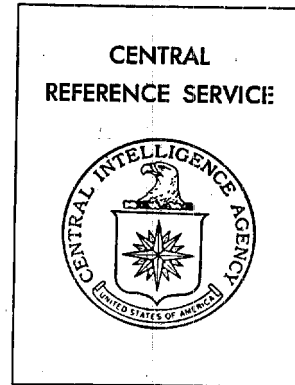
(5) ~~Circulation Task Team~~ (TT8)
25X1A9a ~~██████████~~

Deputy Librarian ^{Nov 1957} and chairman of TT8, was also

Acting Chief of the Circulation Branch for a short period in order to coordinate ^{the} TT study and to delve into circulation weaknesses. TT8 studied in detail actual operating procedures, forms in use, files or records maintained, working tools and equipment available, staffing patterns, the existence, if any, of duplication of effort, and the possibility of combining functions or operations. The detailed procedural charts made by the TT member from the Management Staff provided a useful management tool, and several suggestions for simplification of work methods were put into effect while the survey was underway.

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with 16 units

TT8 agreed with the Consultants that [↓]the Branch was over-organized ~~with 16 organizational units~~. It recommended that some realignment of functions should take place immediately: ^{the} ultimate goal should be the consolidation of the Services Section (with its four units) into a Document Section and a Book-Periodical Section. The Team also recommended procedural changes, more precise work standards, ^{and} clearly defined work methods, discontinuation of the indefinite loan files. According to the TT members, the Consultants' charges of low production and slow service could be overcome by the following ^{actions:} simplify ~~the~~ procedures; outlining precise work standards and methods; microfilm ^{ing} all ~~NODEX~~ ^(not index) documents onto aperture cards; annotate ^{ing} source cards when documents required special handling; place ^{ing} cards in the card catalogs only ^{for} those books ^{that} were available to users of the catalogs; assign to the Branch Chief wide discretion in purchasing and reproducing materials when this appeared to be the best method of servicing a request; and, finally, place ^{ing} ~~the~~ responsibility ^{for} the custody and accountability for materials purchased with other than CIA Library funds (on the purchasing offices).

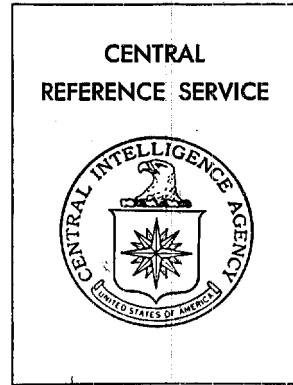
~~Cataloging Task Team No. 9~~

TT9, two members of which were professional catalogers ^{and} ~~and~~ ^{one} ~~one~~ ^{and one a former head --} were ~~past or at that time~~ head of the Catalog Section, directed its efforts to studying the card catalogs, the workloads and the cost of cataloging. The Team members agreed with all five of the Consultants' criticisms: (1) The catalogs were inefficient tools and badly kept, because new and additional cards were machine filed

in the Subject and Area Catalogs at irregular intervals from 5 months

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to ~~one~~ year. For catalog purposes, the long, narrow IBM card was considered impractical, whether filed on end or on the

side. (2) Too many cards per title were made—19 per title plus special card service based on 82 requirements (for example, one card for ~~TOP~~ ^{for every} title in an Oriental ^{language}.)

TT9 recommended that cards be prepared only for the Catalog Section for (one Author/Title and one Shelf List), for Reference Branch (one Author/Title, one Subject, one Area) and for the Branch Libraries (one for Author/Title for each library).

(3) High cataloging costs were due to the lack of clearly defined acquisition and selection policies, ~~the use of the ISC for cataloging books,~~ and the preparation and distribution of catalog cards all over the Agency. (4) The ISC ^{use of the} for cataloging was not profitable for cataloging books. TT9 heartily endorsed the adoption of the IC classification scheme and devoted itself to establishing workload standards for conversion.

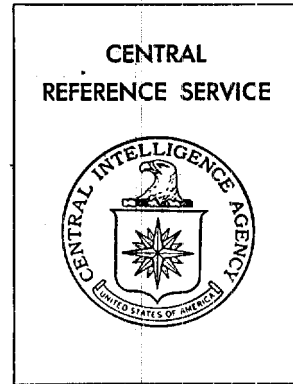
(5) Assuming that the Consultants meant ^{that} ~~that~~ production was low rather than workload, TT9 pointed up the need for a better balancing of the professional versus the non-professional personnel in the cataloging operation.

(7) Reference (TT10)

The Consultants had criticized the Information Unit of the Reference Branch on several scores: It was grossly overstaffed, it made too much use of untrained staff for work requiring professional competence, and it used tools inferior to those in most reference libraries. The Consultants claimed that analysts must go to many places to get the information that _____

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~~is~~ ^{was} available ~~but~~ ^{and} must also maintain large personal files because library service ~~is~~ ^{was} poor and undependable. The Consultants also accused the Bibliographic Unit of low quantity and quality work, requiring little special competence.

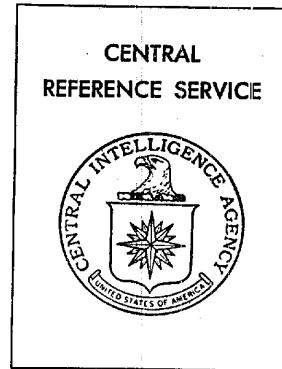
With these harsh criticisms in mind, TT10 stated that the organization of the Reference Branch into information, bibliography, selection and Intellofax units dispersed manpower, segmented and duplicated efforts, and failed to develop the kind of well-rounded reference competence required by the Agency. The Team recommended that the Branch be reorganized along area and functional lines, assigning to each specialist all the reference functions, including selection. TT10 felt that the Reference staff needed strengthening in economics and natural sciences as well as in the reading capability in the Slavic and Chinese languages. The Team recommended more aggressive methods to acquaint Agency personnel with reference services and to secure feedback on services rendered. It also suggested a more meaningful system of record keeping and reporting to describe and evaluate Branch activities.

(8)
Task Team No. II Single Information Center (TT11)

The Consultants' proposed organization for OCR was based upon the major premise of a centralized information service for CIA in OCR. By this they meant the establishment of one point of contact for users of OCR reference services and the representation of each OCR service division at the central point. TT11 maintained that the Consultants did not provide a clear and consistent definition of the proposed information center, not differentiating between the concept of "centralized information center for CIA in OCR" and of "one point of contact for users of OCR reference service." TT11 concluded that the single information point concept was illusory because in

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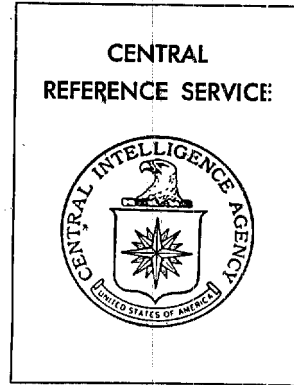
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practice the Consultants themselves indicated that except for short-term transactions, the customers would be referred to several registers and/or ~~presumably to~~ other supporting information units. The Team felt that the nucleus of a central (in contrast to a single) information unit already existed in the "reference Branch. TTL accused the Consultants of making too superficial a study of the registers (and the Consultants admitted as much) and of other units outside the Library for them to evaluate adequately the unique character of their reference services.

The Task Team was very much concerned that the Consultants had extended the reference yardstick to the point where it was proposed to separate the reference service per se in the Registers, in ^{OO/}FDD and in the ^{ORR}Map Library from each parent organization and incorporating it into a single reference unit. TTL recommended that a central information unit be established within the Library and that the following activities, whether administratively part of OCR or not, be located in close proximity to each other in the new building and that they be readily accessible from the central information unit: Library, Industrial Register, Biographic Register, Graphics Register, the Map Library and ^{FDD}the Foreign Documents Division.

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NOTE: 7 capped MINICARD in Intellofax chapter

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(9) ~~MINICARD~~ (TT12)

MINICARD

* The Consultants could obviously not criticize the ~~Minicard~~ System in depth because it was not operational in 1957, nor was there a staff or formal paper evaluating the gains anticipated from the new system. The task of TT12 was to determine if (1) ~~MINICARD~~ offered advantages over Intellofax; (2) the ~~MINICARD~~ pilot operations had been satisfactorily planned; (3) OCR should have a continuing high-level planning and management staff to investigate ~~new~~ ideas.

TT12 concluded that (1) ~~MINICARD~~ did offer many advantages over Intellofax and would substantially improve OCR's support of intelligence research; (2) OCR should immediately organize a ~~MINICARD~~ Pilot Operation Staff composed of a Chief and personnel from the Machine and Document Divisions and the Library to develop policies and procedures and to direct the ~~MINICARD~~ pilot operation system; (3) OCR should have a high level planning and management staff to investigate new ideas of document receipt, dissemination, indexing and retrieval, to keep abreast of new developments in the fields and to study continually the OCR system in order to recommend changes to improve its efficiency and service to user offices.

* See chapter on the (Intellofax System) for discussion of the ~~MINICARD~~ Experiment

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10, After the Storm--1958-59

What did the Consultants' Survey and the Task Team Reports do to the Library? It was obvious that many of the recommendations were dependent upon the move to the new building and those referring to the Intellofax System dependent upon the success of the MINICARD experiment. The overall history of OCR ~~lists~~ ^{in general} Mr. Borel's 1958 ~~"Immediate Program for Implementing Recommendations of the Consultants and the Task Teams"~~ ^{and his 1959 "Progress Report on OCR Progress to Implement Recommendations of the Consultants and Task Teams"}

Needless to say, the Library reorganized on 4 June 1958.

25X1A9a

█ comments at that time are pertinent to an understanding of the Library's reaction to the ² ~~two~~ years of intensive examination (IG, Consultants, and Task Teams).

What the Library Survey attempted to do, and what Task Teams, including CRAG, are trying to resolve are certain basic goals or standards needed to give our Agency the best kind of Library. . . I believe that the mountain of words being amassed on what our problems are tends to overwhelm and becloud fundamentals. . . As we experiment with new techniques and procedures in the new environment which we are now creating, the recommendations (by the Consultants and Task Teams) will be studied and adopted as appropriate to our entrance into the new building. . . These have been difficult times but I believe we can look forward now for the next few years to a period when our objectives of optimum service are clearly in sight. 58/60

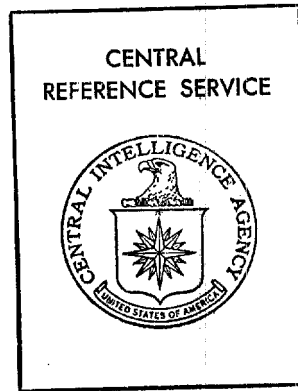
d. Revitalized Reference Branch

← In the reorganization, ^{25X1A9a} █ was designated Chief Reference Librarian, replacing ^{25X1A9a} █ as Chief of the 25X1A9a Reference Branch. He continued to act as CIA Librarian in the latter's

60/52 Memo, CIA Librarian to CIA Library Staff, 4 June 1958, sub: Reorganization. C. (File: Library Daily Reading File Jan-June 58 Job 68-116/2)

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CR 29 Subject Headings and Classed Schedules for Law, Communism and Communist Parties, and Intelligence and Security in the CIA Library. 1959 (on File in the Catalog Section, Reference Branch, CIA Library)

As a special service to the Office of National Estimates (ONE), [redacted] was detailed to that office in November 1958 for 2 months to compile an index to National Intelligence Estimates (NIE's) and Special ~~1957~~ National Intelligence Estimates (SNIE's) published during 1957 and 1958. One of assistants continued compilation of the index until 1964.

* absence. A Bibliographic Section, combining the bibliographic and selection functions, was established with [redacted] as chief. The Branch Libraries were transferred out of the Circulation Branch because of their across-the-board library activities and established briefly under the control of an independent Branch, with [redacted] as chief. By December 1958, however, they were brought under the Reference Branch on the recommendation of the Management Staff because it was recognized that the most important part of their work was of a reference nature.

The Catalog Section, which had been under Acquisitions Branch since November 1956, was for the first time in its history placed in the Reference Branch (where it remains). This was a recognition of the vital role of the catalog in reference work. [redacted] had appointed a specific task team made up of Library personnel. In February 1959 to recommend the cataloging system that would be the most useful from the Library point of view. Everyone agreed on the IC system and, although this change was an internal matter and would be adopted, Mr. Borel decided to so inform CODIB. He received its blessings, and the changeover began in the summer of 1959. To provide for subjects inadequately covered by the IC scheme, the Catalog Section produced three of its own schedules: Law, Communism and Communist Parties, and Intelligence and Security. These schedules were distributed to CODIB members and selected nonintelligence libraries, including the IC. The recataloging,

* [redacted] was named Staff Assistant to the CIA Librarian to perform work previously assigned to the Deputy Librarian: staff work and much of the coordinating below the policy level.

*** This Library activity was administratively transferred more than

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to everyone's surprise, was concluded by January 1963, except for a small number of titles in the Historical Intelligence Collection, which were given low priority and not completed until October 1964.

b. Back to School

The need to provide more training for its librarians, some of whom did not have degrees in library science, had become evident during the 2 years of investigations, so in 1959 the Library began a program of sponsoring training at recognized Library schools. ~~Mr.~~ **25X1A9a**, who headed the Training Branch Library, attended Rutgers University during the school year 1959/60 and became the first employee to receive a master's degree in library science under Agency sponsorship. ^{through 1970} Eight more OCR employees received similar training at Rutgers, Columbia, Catholic, and Maryland Universities and at Drexel Institute of Technology, ~~up through~~

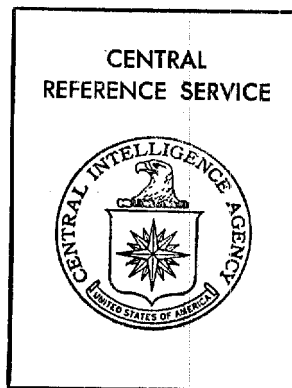
c. Accessions List Again

The subject of an accessions list ^{was same} recurrently ~~since~~ the last one was published and Mr. Borel, through ~~his channel of~~ C list because of an increase in volume of customers. Only three ~~analysts~~ ^{12/64} replied to CRAG 15-15/1-59, announcing that ~~the~~ ^{an} accessions:

- 63] ~~CRAG~~ CRAG 15-59, 28 October 1959, sub: Publications of Titles Job 66-496/
Cataloged by the CIA Library. For Official Use Only (in CRAG 58-59)
- 14] ~~CRAG~~ CRAG 15/1-59, 24 December 1959, sub: Publications of Titles
Cataloged by the CIA Library. For Official Use Only. (in CRAG 58-59
Job 66-496/1)

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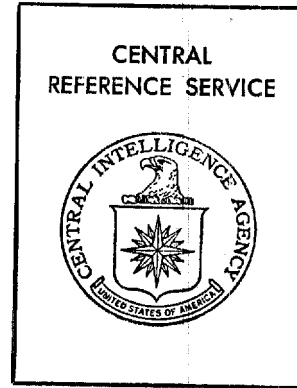
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the transfer of the three-man Selection Unit from the Bibliography Section of the Reference Branch to the Acquisitions Branch. The Librarian's reasoning for this transfer was to allow the Selection Staff to participate more actively in the preparation of selection guides for the foreign procurement program and to plan for the actual location of the Selection Section in the Acquisitions Branch in the new building. The shift was on paper only; the selection activity never moved administratively or physically because there was no room in the new building for the Acquisitions Branch. The Selection Staff therefore was assigned directly to the Librarian's Office. The title of Chief of the Catalog Section moved up a notch in prestige and became Chief Cataloger as an acknowledgment of the Librarywide responsibilities of the Chief Cataloger.

The move of the main library to Langley was completed on 28 September 1961. During the move, main library service points were maintained at the Branch Libraries, ^e State Department Library, and ~~at~~ the LC. All hands assisted in unpacking and shelving the Reference Collection, unpacking and placing furniture, and locating periodicals, newspapers, and press summaries for display purposes. The Branch Libraries in Barton Hall, ^{an} R&S and K Buildings were abolished before the end of 1961 and their functions consolidated with the main Library. Library service increased significantly. Intellofax requests were up 31% over 1960, and requests for the loan and/or retention of books and documents increased 59%.

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LY-35 48

12 The Mid-1960's

At the invitation of the AD/CR, two consultants visited the Library on ~~6-8~~ June 1962 to review operations and facilities in the new building and to advise officials on policy and procedures. ^{25X1A5a1} ~~_____~~ of the Council on Library Resources, and ^{25X1A5a1} ~~_____~~, Librarian at ^{25X1A5a1} ~~_____~~ University, submitted quite a different report from the devastating Consultants' Report of 1957 (although ^{25X1A5a1} ~~_____~~ had been ⁶⁵ ~~_____~~ was also a member of that ~~three-man team~~) they commented favorably on the conduct of programs and services and suggested only minor changes in organization, training programs for staff members and the publication of accessions lists. The Accessions List

An OCR management decision of November 1962 assigned to the ^{with Agency Service} (IAS) unit of the Circulation Branch the job of ordering and distributing military procurement materials ^{that} which could be obtained without charge from US military establishments. This was transferred from the Acquisitions Branch to IAS in order to reduce the number of Library points contacting the same suppliers and to clarify and reduce Acquisitions Branch's responsibilities ^{the} regarding the procurement of classified and "free" publications.

~~More about Selection~~

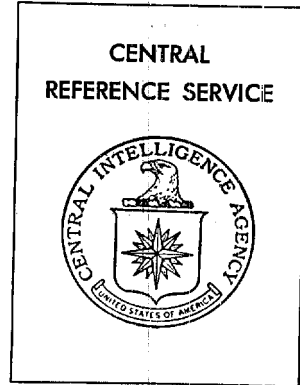
~~The Inspector General in his report of September 1963~~

* The Weekly Accession List was started in 1948 and had ceased publication in 1956. It resumed publication as a monthly issuance in 1963, partly on the recommendation of the two Consultants and partly because of consumers' comments. Annual Report of the Office of Central Reference Fiscal Year 1962
 CIA/CR At-3 21 September 1962
 Box 68-487/4)

resumed publication as a monthly issuance in 1963 partly on this recommendation and partly because of consumers' requests.

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IG Again

The Inspector General surveyed, again in September 1963.

The Library was rated high, and the overall tone of the report was that the Library had been able to render an increasing amount of effective service to both CIA and non-CIA users. Commending the work of the Selection Staff, he nevertheless, stressed the need for a reevaluation of selection policies. He recommended the establishment of a group of representatives of the major components of the Agency who would discuss and reexamine with the Librarian and the Chief of the Selection Staff the policies pertaining to book procurement. This was not a new idea; TTH and CRAG Notices 16-59 and 6-61 had recommended similar action. The IG felt that the move to the new building had substantially reduced many of the former difficulties ^{that} which the Circulation Branch had in recovering borrowed books and documents. Recognizing the faults inherent in the Intellofax System, the IG, nevertheless, described the System as an asset to the Agency and complimented the Library on "improving and producing a better coding system." The IG recommended a system of rotation of assignment every 2-3 years for reference librarians to other parts of the Library for new and challenging responsibilities. Describing the Library as unique, the IG recommended the establishment of a training course in the use of the Library for production analyst recruits. The IG recommended that

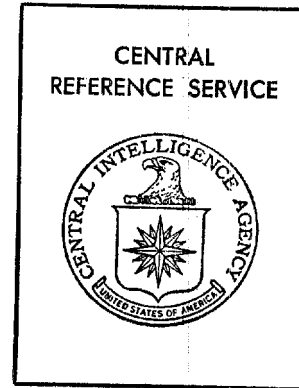
2/ Inspector General's Survey of the Office of Central Reference, 23 September 1963. S. (CRS Historical Files)

3/ CRAG Notice 16-59, sub: CIA Library Selection Officer Responsibilities 24 Dec 59 For Official Use Only (in CRAG 58-59 66-496/1) and

4/ CRAG Notice 6-61, sub: Selection Policy of the CIA Library, 6 Dec 61 C. (in CRAG 60-61 66-496/1)

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the Historical Intelligence Collection (HIC) be transferred to and become a subordinate unit of the Library.

The following actions were taken by Mr. Borel and John Vance, who became AD/CR in December 1963, to implement IG recommendations: (1) Another CRAG Notice was issued in January 1964, urging all users of the Library to participate in the strengthening of the Library collections through comments or specific recommendations to the Selection Staff. (2) The AD directed the CIA Librarian to outline a suitable training program for production analyst recruits. One reference librarian was assigned to this task and by March 1964 had completed work on a paper outlining such a course. (3) The transfer of HIC and its personnel was accomplished on 24 September 1963. No further action was taken on the recommendation to rotate reference librarians because 10 of the 11 reference librarians had had professional library experience outside the Information Section and five of them elsewhere within the Library. The Executive Director of the Agency also disapproved of the recommendation.

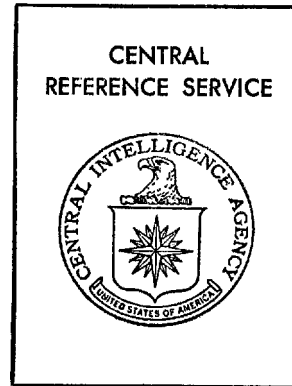
*OCR
the Director's office
in 1965.*

18) Memo, C/Administrative Staff, CR to AD/CR, 20 Jan 64, sub: Status Report on IG Recommendations. S. (in IG Folder 1963)

19) 63/CRAG Notice 1/4, sub: Selection Policy of the CIA Library. 28 Jan 64 C. (in CRAG 1962-64 66-496/1)

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b. New Librarian

→ 25X1A9a [redacted], who had had foreign publications procurement experience right after World War II in 25X1A6a [redacted] and had been closely involved with the program throughout his with the CIA Library, 15-year career, first as Deputy Librarian and then ^{as} Librarian, was chosen to fill the post of Regional Publications Procurement Officer in 25X1A6a [redacted]. He departed in July 1963, and 25X1A9a [redacted], formerly with ER and the Staff for the Community Information Processing Study (SCIPS), became the CIA Librarian. ^{25X1A9a}

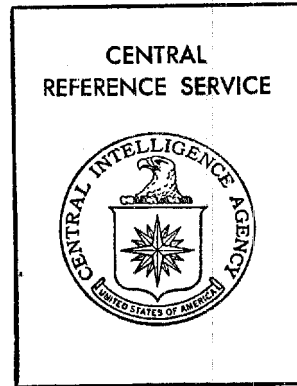
c. Impact of CHIVE

Beginning in FY 1964, one of OCR's major efforts was directed to Project CHIVE, a long-range large-scale plan for a computer-based central reference facility. Working closely with the Office of Computer Services, OCR conducted an indexing experiment in the fall of 1964. The Library's Chief Cataloger was one of the chief indexers, and he decided to remain permanently on the CHIVE staff. He ^{and the ISC Training Officer were responsible for revising} ~~was one of a two-man team~~ to revise the ISC into a detailed indexing scheme to be used for both collateral and codeword material-- the Subject Intelligence Code (SIC). The Library Staff Assistant became the CHIVE recruitment officer and during 1965 the Library lost five ^{additional} persons to CHIVE.

70) 49) ^{25X1A9a} OCR Notice CR-20-190-35, 23 July 1963, sub: Announcement of Assignment to Key Position CIA Library. S. (in Chrono 63 67-515/3)

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to memo
d. External Relations [redacted]

(ICAF) (PAU)

(1) The Industrial College of the Armed Forces and the Pan American Union

Inter-library loan service was established with the ICAF Library in January 1961 and a similar relationship with the PAU Library in October 1961. The Office of Security and the DD/I offered no objections to these working relationships with the latter, even though it was an international organization.

(2) COSATI and US Secret Service

In February 1964, the Library was accorded observer status on the President's Federal Council on Science and Technology's Committee

on Scientific and Technical Information (COSATI); ^{25X1A9a} [redacted] attended the monthly meetings regularly, and this exposure gave the Library an insight into developments in other government libraries, particularly non-intelligence. ^{March 25X1A9a} [redacted] was also designated OCR contact point with the Protective Research Section of the US Secret Service. The Document Division cooperated in screening incoming items of possible use in protective research relative to presidential visits abroad. Extensive Intellex runs were made before each visit and turned over to the Secret Service via ^{25X1A9a} [redacted] and DD/P channels.

(3) Machine Literature Searches

1966 saw the beginning of machine literature searches using the systems of the National Library of Medicine, the Defense Documentation Center ^(DDC) and the National Aeronautical and Space Agency ^(NASA). A year later, at the request of ORD, a model 33 ASR telewriter was installed in the Library, providing a direct link to the Systems Development Corporation computers in Santa Monica, California. This supported Project COLEX, a data base of ⁷⁰¹ 54,000 citations to unclassified articles and reports on aerospace technology. The approach was by author, descriptors, or COSATI subject category. The response was immediate with TWX printouts at 100 words per minute.

701 memo CIA Librarian ^{to DD/I,} with the Pan American Union Library. C. (in library #1) Oct 61, sub: Inter-library Relations
JOB 64-341/Y

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