SECRET
(CLASSIFICATION)

ER

OFFICE OF THE DIRECTOR

Executive Registry

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Action Memorandum No. _____

A-418

Date _____

25 August 1964

TO :

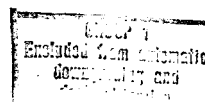Director/Budget, Programs Analysis and Manpower

SUBJECT :

REFERENCE: Reference Services

1. As you know, I am considerably concerned over the expense in manpower and money of the extensive reference services that CIA has developed in the DD/I area, particularly in OCR. I am skeptical at how extensively they are used and dubious as to whether they are built on the basis of analysts' requirements or on the basis of what the reference experts feel the analysts might need. This is admittedly a difficult problem to approach for if you ask the analysts, they are obviously going to want the most complete reference services at hand, and if you ask the reference services experts, they are going to point to the requests made to them (which are not at all revealing unless you know how many potential requests there could be) and cite glowing statistics as to what they have in their files.

2. With the growing volume of reports coming into the organization on a daily basis, we may soon be in the position of having our files unmanageable. It is already obvious that we must be much more discriminatory in what we file and that somebody must be in a position to make Solomonian judgments on what should or shoudn't be filed.

SUSPENSE DATE:

ACTION MEMORANDUM

3. It occurs to me that one way to get at this problem might
be to study the habits of the analysts. I therefore wonder if it would be
profitable to conduct a spot survey of the analysts in the four big
research and analysis offices of the DD/I and DD/S&T: OCI, OBI, ORR
and OSI. We could ask the analysts such questions as: how often do they
use the reference services? Which reference services do they use?
What sort of service do they get? Do they keep any files of their own?
What sort of files do they keep? What do they do with their files? Could
they do completely without files and rely exclusively on the reference

25X1   services? Further, does the [   ] desk in OCI, for example, keep

[   ]   25X1

The above questions are obviously only quick and superficial ideas, but I
think they illustrate my point. It seems to me that if we took a group of
20-50 analysts, we might learn some interesting facts.   Let me have your
views at your convenience.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick
Executive Director

LBK:drm
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