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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Management Staff

DATE: 17 August 1954

FROM : Deputy Chief, Administration and Training Staff

SUBJECT: Annual Management Report

1. The Security Office's Annual Management Report is furnished herein according to your memorandum of 25 June 1954.

2. A. MAJOR MANAGEMENT PROBLEMS WHICH ARE BEYOND THE AUTHORITY OF THE SECURITY OFFICE TO SOLVE.

1. Restrictions, for budgetary and other reasons, on the number of personnel available.
2. Insufficient opportunities for personnel to advance to higher grade positions, particularly in the lower clerical positions.
3. A continuing problem involves the expeditious processing of name checks with other Federal Agencies. In certain areas of this activity, we are at the mercy of the personnel within those agencies. Continuous efforts are made to cure it through continuous scrutiny as well as liaison and conferences with other Government officials.

B. MAJOR AREAS OF POTENTIAL IMPROVEMENT SELECTED FOR EMPHASIS IN FISCAL YEAR 1955.

1. A concerted effort will be directed toward the more expeditious processing of investigative cases.
2. Establish a Guard Training Program.
3. Simplify the Security Processing of new employees entering on duty.
4. Relocate the Night Security Office and establish it on a more operational basis.

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5. Relocate, redesign, and consolidate the photographic and laminating rooms.

6. Develop a system with Public Buildings Service to permit better control over expenditures for reimbursable guard service.

Organize no more than twenty employees with special police

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powers previously delegated by GSA, and develop a rigid training course for such employees.

8. Prepare "Procedures Manual" for all operations in the Physical Security Branch, Security Division.
 9. Centralize the storage of equipment and material other than office supplies utilized by Physical Security Branch, Security Division.
 10. Revise and simplify the Guard Manual and Night Security Officer Manual.
 11. Reduce badge record file through posting of pertinent information from old badge records to new IBM cards so that old files may be stored or eventually destroyed.
 12. Prepare a manual for issuance to, and guidance of Security Officers.
 13. Increase support and service to Foreign and Domestic Security Officers in order to obtain maximum security efficiency.
- C. SPECIFIC ACTION TAKEN DURING FISCAL YEAR 1954 TO SOLVE MAJOR PROGRAM OR OPERATING PROBLEMS AND IMPROVE MANAGEMENT.
- a. Actions Taken to Conserve Material
 - (1). Justifications required for all requisitions of supplies and equipment. 25X1A
 - (2). Cost of communications reduced through substitution [REDACTED] facilities and long distance telephone calls, and also by eliminating excess number of copies.
 - (3). Conversion in one file series of legal to letter size file jackets saved in terms of space and equipment costs
 - (4). Elimination of a triplicate file of IBM badge records.
 - (5). Materials and supplies found to be surplus have been returned to the general supply rooms.
 - b. Improved Organizational Structure, Functions, and Procedure.
 - (1). The functions of maintaining a security office library and coordinating publication procurement was assigned to the Research Section of the Security Division.
 - (2). Employees entitled to draw security files were issued new coded badges.

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- (3). Committee on Records was established and directed to conduct an overall study of the Security Office File Room.
- (4). Weekly staff meetings were initiated for members of the Physical Security Branch.
- (5). Closer coordination was placed into effect between the Safety Officer and the Building Security Section to eliminate double surveys and reports.
- (6). A new Agency badge system was placed into effect.
- (7). In order to confirm the amounts charged by GSA for guard service, a system was established whereby the guard captain submits a daily report of the hours worked at each guard post.
- (8). An improved method of maintaining a master file on safe combinations, number of safes in Agency, and method of numbering each safe was initiated.
- (9). Action was taken to improve the records maintained on the location and number of vaults and on restricted areas.

c. Actions Taken to Improve Manpower Utilization.

- (1). The development of Agent personnel is stressed through continuing emphasis on training to provide a versatile type of Agent and Supervisor who can handle all problems as they arise.

25X1A

(2).

(3).

- (4). All reception desks except in the Administration Building were closed on Saturday mornings. This action resulted in a savings of approximately \$500.00 per month.
- (5). Action was taken to utilize the Night Security Officers on other duties when not occupied with their normal responsibilities.

d. Development and Use of Work Measurement and Work Load Data And Production Standards.

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- (1). Each section of the Physical Security Branch is now required to submit daily work sheets pertaining to the operations of section and where applicable, to indicate the assignment of cases to, and the work completed by each employee.
- (2). A standard check list was adopted for use by employees making Physical and Technical inspections in order to further improve coverage and reports.

e. Improved Scheduling of Operations.

- (1). Maximum effectiveness through close supervision and justification was achieved over the scheduling of expedite type investigative cases to [REDACTED] offices. 25X1A
- (2). Progress has been made in the direction of specific instructions to [REDACTED] personnel in each investigative assignment and the scheduling of stereotype "leads" is closely guarded against. 25X1A
- (3). As a result of the acquisition of firearm range facilities on specific days each week it is now possible to more definitely schedule the training of individuals in the use of firearms.

f. Use of Business Machines.

- (1). Agency badge records were converted to IBM methods.
- (2). Recent surveys in connection with the proposed use of IBM card punch and sorting machines showed that the application of such equipment to the operations of the Special Security Division is neither possible nor practicable at the present time.

g. Use of Statistical Sampling Methods.

- (1). A count is being made of the number of personnel using a particular building entrance in order to determine possibilities of closing or relocating the entrance.
- (2). A count is being taken of the number of personnel carrying brief cases, manila envelopes, etc., out of a given building through a specific entrance during a certain period of time in order to determine the possibility or advisability of spot checking for classified information.

h. Improved Progress Reporting and Reviewing Systems For The Appraisal of Performance.

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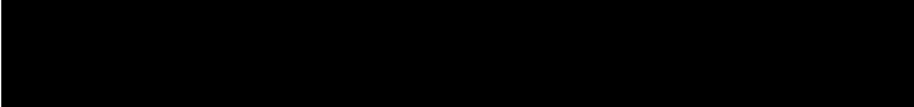
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- (1). A manual issued during FY 1954 for the guidance of all Headquarters personnel in Special Security Division reiterated and emphasized previous instructions for the uniform preparation and submission of periodic performance reports.
 - (2). Emphasis was also placed on previous instructions to the Field with regard to performance reports which are intended to provide adequate information on personnel for evaluation in career development and in selection for available positions.
 - (3). Installed daily reports system on operations of each section of the Physical Security Branch and weekly and monthly reports by all branches of the Security Division.
- i. Actions Taken to Improve Coordination.
- (1). Constant stress and emphasis has been made to guard against duplication and to insure the maximum utilization of all facilities without overlapping.
- j. Improved Project Control Systems.
- Negative
- k. Elimination of Duplication of Effort.
- Negative
1. Gains, Both Inter and Intra-Agency, Realized From Committee or Board Mechanisms.
- (1). Conferences and meetings, as an administrative device, play an important role within the Special Security Division. Their importance in the field of management communication is fully recognized. They are held on a regularly scheduled basis at Division, Branch, and Desk levels, as well as in the Field, to achieve the maximum benefit resulting from free discussion and an interchange of ideas as well as to implement training procedures and define and re-define policy.
 - (2). Another illustration of the utilization of this mechanism is the presence of an SSD employee representing the Security Office on the Project Administrative Planning Staff, which prepares and concurs in administrative plans covering the operation of all Agency proprietary [REDACTED] projects. Through this representation on this staff, it is possible for the Security Office to insure conformance by other Agency components with existing Agency Security Policy and procedures.

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- (3). Conferences, too, between representatives of this Division and other interested components of the Agency frequently serve as an effective medium in more adequately servicing their requirements.
 - (4). The resultant benefits in increased operating efficiency from these activities are far-reaching and extend to all components of the Agency which are serviced by this Division.
 - (5). Membership by two representatives of the Security Division in a special ad hoc committee of representatives of interested Government Agencies established to study the problems of Government-wide procurement of safe files. It is expected that this committee will develop more security safe keeping equipment.
 - (6). Membership on a committee, chaired by the Chief, Security Division and comprised of representatives of interested offices of the Agency, which was formed to study means of combatting surreptitiously installed listening devices.
- m. Techniques Which Improved Quality or Quantity of Production.
- (1). Closer supervision with resulting increased efficiency has been achieved by the technique of having each 25X1A

supervision over each case assigned to him from the time the request for investigation is received until the requestor is furnished with his reply. By assuming such responsibility, greater interest is kindled in the Agents and supervisors alike, and stereotype action on their part is eliminated.
- n. Policy Agreements, Which Resulted in Management Improvement.
- (1). Through increased emphasis on the use of the system of "asterisk" indexing employed within the Special Security Division, and as a result of certain policy agreements between the Special Security Division and other components of the Security Office, as well as the Agency, with regard to the dissemination and general utilization of information resulting from such indexing, greater management improvement has been realized.
- o. Program, Operating, or Administrative Achievement Resulting IN Improved Management.
- (1). In addition to the manual referred to under item "h (1)" above the Special Security Division issued a Manual for the guidance and assistance of all Field

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personnel. The publication of these two manuals represents significant progress in management achievement. The Security Office is ever striving, through constant study and analysis, to improve its management methods and effect the highest level in operational efficiency.

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Chief,
Administrative and Training Staff

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