

Chief, Management Staff

17 OCT 1958

Director of Logistics

Funding of Personal Services Requirements, Printing Services
Division, Office of Logistics

REF: Memo from C/Budget Division to C/Management Staff, dated
3 October 1958, subject: Workload Situation and Personnel
Requirements, Printing Services Division, Office of Logistics

1. Paragraph 3 of reference memorandum states that, "it is believed that the personal services estimates of the Office of Logistics may be somewhat higher than necessary to support the presently authorized ceiling strength". It is true that the estimates are adequate when compared to the authorized ceiling strength, but this Office has been, since July 1957, over ceiling and barring unforeseen circumstances, will continue to be over ceiling for the foreseeable future. Moreover, this Office must finance the personal services costs of two key employees in external training. Although not counted against ceiling and hence not covered by the budget estimates, they must be paid from Office of Logistics funds.

2. Since July 1957, the Office of Logistics has made every possible effort to reduce its on-board strength to meet the authorized ceiling strength. This effort has involved resignations, forced retirements, reassignments outside of Logistics, and outright terminations. Despite everything that has been done, this Office is still over ceiling.

3. Our efforts to reduce our on-board strength have been complicated by a number of factors which are beyond the control of this Office. During the last fifteen months, a number of SL designees have returned to Logistics from overseas and from other Headquarters components for whom no replacements were required. Additionally, the greatest percentage of personnel turnover, including those categories listed in paragraph 2 above, has been in the lower grades and it has been necessary that the majority of these be replaced.

OL 8-5295

Funding of Personal Services Requirements, PSD/OL

4. During fiscal year 1958, the personal services costs of an average of nineteen employees over the authorized ceiling were absorbed by rescheduling funds within the Office of Logistics funds allocation. It will be necessary to continue to reschedule program funds to pay for over ceiling personnel during fiscal years 1959 and 1960. Therefore, these funds will not be available to absorb the equivalent cost of twenty-two positions during fiscal years 1959 and 1960.



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JAMES A. GARRISON

Distribution:

- 0 & 1 - Addressee
- 1 - C/Budget Div./Compt.
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OL/AS/B&F: [redacted] mtp/4101 (16 Oct 58)

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LIST OF TABS

- I. T/O Request from the Director of Logistics, 8 July 1958
- II. Printing Services Division Work Burden T/O
- III. Admin. Plant Productive Hours and Average Productive Hours Per NIS Section, FY 1958
- IV. Computation of Average Annual Productive Hours Per Employee
- V. Memoranda from Office of General Counsel and Acting Director of Security re Farming Out Agency Printing
- VI. Farm-Out Cost Analysis
- VII. Overall Cost per Productive Employee, PSD, FY 58
- VIII. General DD/S Services Available to PSD
- IX. Potential Savings by Elimination of Printing "Frills"
- X. Five Positions Requested by Chief, PSD
- XI. Comment on Tab I by the Chief, Budget Division
- XII. ~~Memorandum of Conversations~~ of Conversations with Representatives of GPO and the Joint Committee on Printing

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TAB

DD/S

58 2688

MS 1744
Copy 2 of 5
JUL 1958

MEMORANDUM FOR: Deputy Director (Support)

**SUBJECT : Workload Situation and Personnel Requirements
Printing Services Division, Office of Logistics**

1. This staff study contains recommendations submitted for DD/S approval. Such recommendations are contained in paragraph 6.

2. **PROBLEM**

Agency printing requirements have increased far beyond the capability of the Printing Services Division to produce them. This results in excessive overtime and difficulty in accomplishing timely production of intelligence material.

3. **FACTS BEARING ON THE PROBLEM**

a. During fiscal year 1958 the Printing Services Division worked 34,539 hours of overtime. Of this total, 25,856 hours were worked on NIS production; 8,683 hours were worked at the Duke Street and OCI Plants on other production. This overtime cost \$149,178.50.

b. An analysis of the printing requirements which make up the workload of the Printing Services Division indicates a marked increase in volume and that the large volume of work now handled will continue as firm requirements.

c. Since fiscal year 1956 the increase in requirements for recurring-type printing produced by the [REDACTED] and K Building Plants amounts to 16,577 man hours per year. (See Tab A.) This is only work regularly produced by the [REDACTED] and K Building Plants and does not include NIS or other special work produced in other plants.

d. In addition to increases in recurring-type work, mentioned above, there has been a steady increase in the number of one-time and miscellaneous jobs produced. For example, in fiscal year 1957 the [REDACTED] processed 19,013 requisitions for photography and printing while in fiscal year 1956, 21,976 requisitions were processed. This is an increase of 15 percent in this type of work.

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**SUBJECT: Workload Situation and Personnel Requirements,
Printing Services Division, Office of Logistics**

e. The requirements of the MIS program have steadily increased far beyond the Administration Building Plant's capability. (See Tab B.) The forecast for fiscal year 1959 is 625 sections and for fiscal year 1960 it is 525 sections. The forecast treats 525 sections as the "normal" annual requirement. In prior years no more than 500 sections was considered an adequate year's production. Only 406 sections were produced in fiscal year 1957. Five-hundred and forty-seven sections were produced in fiscal year 1958, but 23,876 hours of overtime were required to attain this rate of production.

f. The increase in MIS requirements has occurred during the period that the personnel in the plant has been decreasing. This has resulted in a steadily growing backlog notwithstanding excessive overtime. (See Tab C.) For example, during fiscal year 1958 when there was an average of only 111.5 employees in the Administration Building Plant as compared with an average of 183 employees during fiscal year 1956, the MIS backlog actually increased by 57 sections even though 23,876 hours of overtime was worked on MIS production. GBI officials are concerned about the large backlog and the Printing Services Division's inability to consistently effect timely production of the MIS.

g. In addition to the increase in MIS work, the Administration Building Plant is required to print an increasing amount of cartographic material. Records show that this increase averages about 21 percent. (See Tab D.) Cartography Division officials have frequently complained about the increased time required to obtain map printing and the inability of the Printing Services Division to consistently meet their deadline requirements.

h. Tab H indicates that the personnel strength of the Printing Services Division has not kept pace with the extensive increase in requirements. It will be noted that, with respect to the Administration Building Plant, there was a large decrease in personnel at the time the Agency took over operating control in January 1957.

i. Attempts have been made to augment the Administration Building Plant's staff by obtaining the detail of skilled technicians from the Government Printing Office. However, this has not resulted in sufficiently staffing the plant because the Government Printing Office cannot detail more than a few employees at a time while Congress is in session. Further, the Government Printing Office has experienced difficulty recently in obtaining sufficient skilled personnel for their own needs. This will probably have an effect upon the number of employees the Government Printing Office will be willing to detail to the Agency when Congress is not in session.

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**SUBJECT: Workload Situation and Personnel Requirements,
Printing Services Division, Office of Logistics**

j. The increased workloads which the Division is expected to produce in a timely fashion are caused not only by increases in the number and size of jobs but by the substantially increased use of maps and other graphics appearing in intelligence material. This adds greatly to the man hours required to produce intelligence printing. The staffing of the Division has in no way kept pace with this practice.

k. The Printing Services Division has resorted to every possible measure in order to increase production and better utilize its man power. New, modern equipment has been obtained and new processes introduced. Studies of new equipment and processes are continuous and additional time-saving techniques are presently under study as a possible means of reducing the man hours required to print the RIB. Whenever practical, unclassified work is being "farmed out" in order that the Division's facilities may be fully utilized on classified work. Approximately \$30,000 was spent by the Printing Services Division during fiscal year 1958 for unclassified printing "farmed out" to commercial sources and/or other Government agencies. This expenditure was for work normally done in the Division's plants, but which was "farmed out" because excessive workloads made it impossible to do the work in the regular manner.

l. Efforts were recently made to build up a staff of retired craftsmen who could be employed as WAF's during peak periods. This, however, has been totally unsuccessful as no retired graphic arts personnel could be found who were interested in part-time work. This project has had to be abandoned for this reason.

4. DISCUSSION

a. The greatly increased workloads, accompanied as they have been with decreases in personnel, have required the Printing Services Division to work extensive overtime and have seriously effected the Division's ability to produce on a timely basis.

b. Excessive overtime notwithstanding, the Printing Services Division is unable to reduce accumulated backlog and to meet deadlines on a great deal of the work it produces. Numerous complaints have been received during the fiscal year regarding the failure to meet what the customer considers reasonable deadlines.

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**SUBJECT: Workload Situation and Personnel Requirements,
Printing Services Division, Office of Logistics**

c. The tight deadlines with which the Printing Services Division is faced in producing vast amounts of intelligence material make it essential to increase the night shifts in the Administration Building and [REDACTED] Plants. This will not only permit better utilization of equipment, but will also permit more timely production without the need to resort to excessive overtime.

d. The increased pressure of tight deadlines and the increased requirements and man hours required to print intelligence material clearly indicates the need for additional technical personnel, and is further justification for adequate night shifts in the Division's plants.

e. An increase of four personnel, authorized in February 1958, for the Q Building Plant has eliminated production problems previously existing in that plant. However, the increase of six personnel authorized in April 1958 for the Administration Building Plant falls far short of bringing the personnel in that plant up to necessary strength.

f. Excessive overtime is a waste which should be eliminated as quickly as possible. It costs 50 percent additional for each hour of overtime worked; thus, for every hour of overtime worked, the Agency pays for one-half hour for which it gets nothing in return. On the large scale which overtime has been necessary in the Printing Services Division, this is an immense waste. However, until the staff of the Division is adequately increased to cope with the requirements laid upon it, this waste must continue. Another factor becoming more and more evident is the strain which continuous overtime places on personnel. Production inevitably suffers as does the health and well-being of those subjected to these overtimes.

g. Even with unlimited overtime it is doubtful if the RRS requirement of 625 sections for fiscal year 1959 can be accomplished with the present 2/3 of [REDACTED] employees in the Administration Building Plant.

h. The 34,530 hours of overtime worked by the Printing Services Division during fiscal year 1958 equals 16.6 full-time employees. The cost of this overtime (time and one-half) equals the cost of 25 full-time employees. This indicates that a minimum of 17 additional employees would be needed just to substantially reduce overtime. It is obvious that personnel in addition to this would be needed to enable the Division to reduce backlogs and to effect more timely production of intelligence material. The Division places this personnel need at 35 additional positions.

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**SUBJECT: Workload Situation and Personnel Requirements,
Printing Services Division, Office of Logistics**

i. The additional personnel required would cost approximately \$229,254.85 per year. (See Tab F.) The overtime worked during fiscal year 1958 cost \$149,178.50. Overtime will have to be increased in fiscal year 1959 if additional personnel is not obtained. Also, hourly rates will be increased for the majority of the employees involved. Therefore, it is estimated that the 35 additional personnel will cost no more than the overtime which will be necessary if the staff is not increased.

j. Consideration of all the factors involved indicates that the alternative to an adequate increase in personnel for the Printing Services Division is greatly increased overtime and/or "farming out" of classified printing. The latter has been vigorously avoided because of the Agency's well-established policy to produce all of its classified printing in its own plants.

5. CONCLUSIONS

- a. That the large backlog of RIN and other work and the excessive overtime required in Printing Services Division plants is the direct result of insufficient personnel for the amount of work to be done.
- b. That the staff of the Printing Services Division must be sufficiently augmented to permit it to meet greatly increased requirements without excessive overtime.
- c. That adequate night shifts in the Administration Building and Duke Street Plants are the best way to meet these increased requirements and reduce overtime to a reasonable level.
- d. That the Printing Services Division must be adequately staffed to produce intelligence printing on a timely basis.

6. RECOMMENDATIONS

- a. That the personnel ceiling of the Printing Services Division be increased by 35 positions as shown in Tab F and that the Office of Logistics personnel ceiling be correspondingly increased.
- b. That 22 of the 35 positions be used to increase the second shift and establish a third shift in the Administration Building Plant and that 13 positions be used to increase the second shift in the [REDACTED]

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**SUBJECT: Workload Situation and Personnel Requirements,
Printing Services Division, Office of Logistics**

c. That the Printing Services Division continue its efforts to obtain detailees from the Government Printing Office until the approved increase in personnel is on board.

**JAMES A. GARRISON
Director of Logistics**

The recommendations contained in
paragraph 6 are approved.

Date

Attachments

Tab, A, B, C, D, E, & F

Distribution:

~~3 - PSB - w/att.~~
3 - DD/S - w/out att.
1 - OL Files - w/att.
1 - D/L Hold w/drawn
✓ 2 - PSD - w/one att.
Orig 2 - Personnel - w/att.
1 - Comptroller - w/att.
1 - C/mgt. Staff - w/att.

**L. K. White
Deputy Director
(Support)**

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TAB

INCREASES IN RECURRING-TYPE PRINTING REQUIREMENTS INITIATED SINCE FISCAL YEAR 1956

<u>Title of Publication or Job</u>	<u>When Initiated</u>	<u>Frequency</u>	<u>Man Hours Required to Produce Issue</u>	<u>Man Hours Required Per Year</u>
ONR				
Studies in Intelligence	Spring 57	Quarterly	230	920
ONR Bulletin	June 56	Monthly	38	456
ONR Poster	June 56	Monthly	5	60
Special Bulletin	July 56	Bi-Weekly	3	78
Instructors Guide to Current References	July 56	Monthly	23	276
DD/P/P1				
Press Comments	March 56 ^{1/}	Daily	15	3900
DD/P/ER				
Foreign (Russia) Pamphlet	October 56	Monthly	14	168
Foreign Pamphlet (Prologue)	January 57	Quarterly	28	112
NSA/ONR (K Building Plant)				
	1957	Weekly	12	624
ONR				
ONR Reports	Footnote 2	Increase of 5 per month average	65	780
Cartographic	Footnote 3	Increase of 16 per month average	96	1152
3 New Reports				
	August 57	Weekly	51	2655
Personnel				
Personnel Newsletter	1956	Monthly	10	120
Armed Forces Information Digest	1956	Monthly	16	192
DD/S/EDA				
Support Bulletin	January 57	Irregular (8 in 57)	24	192
OCI				
Periodic Req. List	1956	Monthly	20	240
OCR				
Russian Book List	January 58	Monthly	7	84
Radio Frequency Listings	March 58	Yearly-3 Vols.	228	228
CR Reports (K Building Plant)	January 58	30-40 per month	3	1260
Press Summaries				
	April 56	Weekly	60	3120
TOTAL				15,577

1/ Increase in number of copies and plates by 50 per cent. Figures shown are for increase only.

2/ Increase from 12 to 17 per month, 1957. Figures shown are for increase only.

3/ Figures shown are for increase only.

NOTE: This list is not completely comprehensive due to the difficulty of accurately measuring some work.

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LAB 1

MEMORANDUM FOR: Director of Logistics

FROM : Assistant Director for Basic Intelligence

SUBJECT : HIS Printing Requirements for Fiscal Year 1959
and Fiscal Year 1960

1. The Office of Basic Intelligence will require in Fiscal Year 1959 printing services and supplies sufficient to accomplish production of the following:

- a. 625 HIS sections, totaling approximately 80,000 folios of manuscript, graphic and map material
- b. 13 HIS Standard Base Maps
- c. 13 HIS Page-Size Base Maps
- d. 15 HIS Standard Base Map reruns
- e. 230 maps for color proofing
- f. 240 miscellaneous printing items such as positives, binders, type orders, silverprints, reprints of HIS sections, map screens, color separation of maps, enamelled proofs, HIS Quarterly Production Report, HIS Annual Report, etc.

2. The requirement listed under item a of the preceding paragraph is greater than normal because of the heavy backlog of HIS sections now in the Printing Services Division, OL. To reduce this backlog to the normal 100 section level, it will be necessary for the Printing Services Division, OL, to complete the printing of at least 625 sections during Fiscal Year 1959. This is approximately 100 sections more than the Office of Basic Intelligence plans to produce during the year.

3. It is expected that the level of HIS section production will drop back to the annual 525 during Fiscal Year 1960. With this exception the printing services and supplies for the fiscal year will be identical to that for Fiscal Year 1959.

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NOTES:

1. The above forecast treats 525 HIS sections as normal. This requirement is far above the Printing Services Division's capability as presently staffed. This is born out by the fact that during Fiscal Year 1958, 25,356 hours of overtime was required to produce 347 sections. This excessive overtime failed to reduce the backlog of HIS sections. This is the reason that OBI requires the production of 625 sections during Fiscal Year 1959.

2. The above forecast also serves to indicate that HIS requirements are firmly established far higher than the Printing Services Division's capability. It seems to be clearly indicated that these are continuing requirements and that the Printing Services Division must meet these demands by the continued use of overtime.

TAB

TAB C

WES PRODUCTION AND BACKLOG IN RELATIONSHIP TO THE NUMBER OF EMPLOYEES
IN THE ADMINISTRATION BUILDING PLANT AND THE AMOUNT OF OVERTIME WORKED

Fiscal Year 1957

	No. Sections Produced	No. Sections on Back in Plant	25X9A2 No. Em- ployees	Overtime Worked (hrs.)
July	31	77		232
August	16	89		404
September	22	140		30
October	60	1154		334
November	50	124		177
December	57	75		809
January*	21	85		22
February	17	85		0
March	34	139		89
April	24	141		217
May	30	136		282
June	36	139		1842
TOTAL	506	(average)		3778

Fiscal Year 1958

July	15	170		1323
August	20	174		2339
September	18	222		1419
October	47	226		1831
November	60	206		1571
December	37	189		1312
January	47	196		1265
February	49	230		1284
March	57	198		2896
April	63	195		3409
May	40	198		3974
June	23	196		2233
TOTAL	547	(average)		25,856

*Agency assumed operating control of plant in January 1957.

NOTE: The figures in parentheses represent employees detailed to the plant from GPO after transfer to Agency.

1. This tabulation shows that there was a steady increase in the backlog of WES sections after January 1957 when the Agency assumed operating control of the plant. This increase in backlog coincided with the marked reduction in personnel which accompanied Agency operating control of the plant.

2. The tabulation also illustrates the ability of attempting to maintain satisfactory production of the increased WES requirements by the use of overtime. It is shown that with the personnel down to an average of 111.5 the backlog increased by 57 sections during fiscal year 1958 notwithstanding the use of 25,856 hours of overtime.

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TAB D

INCREASE IN CARTOGRAPHIC PRINTING REQUIREMENTS
(Fiscal Year 1958 over Fiscal Year 1957)

	<u>FY 1957</u>	<u>FY 1958</u>	<u>Percentage Increase</u>
Base-HIS maps printed	1032	1231	13
Cartographic HIS maps proofed	124	206	66
Cartographic HIS maps final printed	124	206	66
Department of State maps printed	36	24	(33)*
Other Agencies HIS maps color proofed	201	206	2.4
Other Agencies HIS maps final printed	216	300	39
TOTAL	<u>1790</u>	<u>2173</u>	
Percentage Increase			21.4

*Decrease

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Approved For Release 2001/07/31 : CIA-RDP61-00274A000100090005-3

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Approved For Release 2001/07/31 : CIA-RDP61-00274A000100090005-3

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TAB IV

TABLE 3. COMPUTATION OF AVERAGE ANNUAL PRODUCTIVE HOURS PER EMPLOYEE

When man hour data are based on hours actually worked, or productive hours, they must be converted to man years on the same basis. For this paper, Management Staff has used 1,500 productive man hours per man year, computed as follows:

1. Gross Hours

52 weeks @ 40 hours:		2080	
Less: 7 holidays	56		
1 day administrative leave	<u>8</u>	<u>64</u>	2016

2. Leave

Annual, 17 days:	136
Sick, 10 days:	<u>80</u>

3. Other Non-productive Time

Net Training Time, security checks, coffee time, get ready time, etc.	<u>300</u>	<u>516</u>
--	------------	------------

4. Net Productive Hours

1,500

NOTE: Leave data from the Office of the Comptroller show PSD FY 58 average annual and sick leave of 215 hours and LWOP of 10 hours per person. This is within 4% of the leave figures used above.

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C O P Y

Ref MS 1744

4 September 1958

MEMORANDUM FOR: Chief, Management Staff

ATTENTION: Mrs. [REDACTED]

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SUBJECT: Commercial Printing of Agency Publications

1. We have received your inquiry concerning the possibility of outside printing of certain publications now reproduced by Agency facilities. You have raised the question whether there may be an increased hazard of legal action involved in this.

2. We have indicated in the past that some Agency publications may from time to time involve the reproduction of material libelous in nature or which infringes the property rights of private parties. The hazard in reproducing such material is usually minimized by controlling the distribution of the material and, sometimes, by avoiding Agency attribution. In the Acting Director of Security's memorandum of 3 September 1958 to you on this subject, the requirement was set forth that the Agency have total control of all materials printed outside the Agency. Under the assumption that such control would be maintained, it would seem that the possibility of adverse legal action would not be appreciably increased.

3. For the reason above, this office would pose no legal objection to the printing outside the Agency of any documents otherwise approved for such printing by the Office of Security.

1 / [REDACTED]
Office of General Counsel

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Office Memorandum • UNITED STATES GOVERNMENT
MS-1744

TO : Chief, Management Staff

DATE: 3 Sept 58

FROM : Acting Director of Security

SUBJECT: Security Review of Repetitive Reports Processed at Agency Printing Facilities

1. The list of repetitive reports processed by CIA printing facilities has been reviewed for the purposes of determining which, if any, of the reports are suitable for reproduction at printing facilities outside of the Agency.

2. The Office of Security interposes no objection to having the Government Printing Office or an appropriately cleared private printing contractor reproduce the documents listed in Attachment A, or other selected classified documents, provided that the following conditions can be satisfied:

a. The contract or printing agreement should be prepared so as to give the Central Intelligence Agency exclusive and total control of all materials printed or used in the process of such printing, not restricted to but including all drafts, working papers, proofs, and extra copies of material produced under the terms of the contract, and that no publicity be attached to the contract.

b. The Office of General Counsel, CIA, may want to review and approve all material to be sent to outside Agency sources for reproduction with regard to legal aspects, such as copyright, communications, libel, slander, and other applicable laws.

c. Any contract arrangements for the reproduction of classified material should be made in accordance with Agency Regulation 45-550, entitled "Classified Contract Security."

H. L. BANNERMAN

Attachment:

A - List, as stated

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ATTACHMENT "A"

OFFICE AND TITLE	CLASSIFICATION	MAN HOURS	M.H. PER YEAR
OCR [REDACTED] Press Summary	U	3	3120
OTR Poster	U	5	60
AE Forms	U	5	60
PERSONNEL Recreation Assn. Letter	U	10	
Armed Forces Info Digest	U	16	
MANAGEMENT STAFF Management Tools	U	12	
MEDICAL STAFF Health Bulletin	U	4	
DD/P/PI Press Comments	U	15	
25X1A7b [REDACTED] Bibliographies (33 Titles)			
Weekly	000	49	2550
Monthly	000	49	590
Bi-Weekly	000	49	
Quarterly	000	49	1280
Annual	000	49	196

NOTE: These totals represent an approximation, the figures were taken from penciled notes on Service paper.

* FIGURES CORRECTED BY MANAGEMENT STAFF.

TAB

TAB VI
Approved For Release 2001/07/31 : CIA-RDP61-00274A000100090005-3
FARM-OUT COST ANALYSIS

	100 SIS Sections (a)	25X1A7b Reports (b)	Selected Repetitive Reports* (c)	Totals (d)
1. Total Farm-Out Cost (est. by Chief, PSD)	\$387,200	\$200,000	\$122,400	\$709,600
2. Agency Cost:				
a. Estimate by Chief, PSD	187,000	115,000	**	---
b. DR/S Services Cost (line 4 of TAB VII X line 3b below)	33,743	18,196	13,333	65,182
c. Estimate by Chief, PSD adjusted by DR/S Services Cost (line 2a plus 2b)	220,743	133,196	---	---
d. Cost based on Overall Cost per PSD Man Year (line 5 TAB VII X line 3b below)	245,713	132,216	96,987	474,916
e. Total Increased Cost to Farm-Out				
(1) Adjusted PSD Estimate (line 1 less line 2a)	166,457	66,894	---	---
(2) "Overall" Estimate (line 1 less 2d)	141,487	68,154	25,413	235,054
f. Increased Cost per Man Year to Farm-Out				
(1) Adjusted PSD Estimate (line 2e1 divided by line 3b)	8,120	6,083	---	---
(2) "Overall" Estimate (line 2e2 divided by line 3b)	6,902	6,196	1,137	5,936
3. Budget Cost Comparison				
a. Estimated Budget Increase Required to Farm-Out (line 1 less est. of Chief, PSD of Supplies already in the budget)	327,352	133,800	122,400***	583,552
b. Man Years Required in PSD	20.5	11.0	8.1	39.6
c. Budget Required to do the Work in PSD (line 3b X \$6,219, the Admin. Inst. Avg. Salary, FI 59 Budget)	\$127,490	\$ 68,409	\$ 50,374	\$246,273
d. Increased Budget Cost to Farm-Out SIS Sections (line 3c-line 3b)	199,862			
e. Increased Budget Cost to Farm-Out 7 SIS Sections, PSD, & Selected Misc. (the least cost combination of 20.5 man-years of work)		115,407		

- * See Tab A of TAB V which lists repetitive reports, unclassified and Official Use Only, which have been approved by the Deputy Director of Security to be printed outside CIA, under proper controls.
- ** Chief, PSD, stated he could not supply this estimate in the time available.
- *** Chief, PSD, states supplies are a negligible proportion of each of these items and the total would not affect his total supply situation.

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TAB VII

**Overall Cost Per Productive Employee
Printing Services Division, Fiscal Year 1958**

1. Final revised budget FY 58
(from Budget Division)
2. Average Number of Employees On Board, FY 58,
Including Details from GPO (From Chief, PSD
and verified from data from Budget Division)
3. PSD Budget Per Employee
(line 1 divided by line 2)
4. Cost Per Agency Employee of DD/S Services
Available to PSD (see Tab VIII)
5. Overall Cost Per PSD Employee
(line 3 plus line 4)

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TAB VIII

GENERAL DD/S SERVICES AVAILABLE TO PRINTING
SERVICES DIVISION/OL

Source: Fiscal Year 1959 Budget.

1. Total DD/S Budget
Less:

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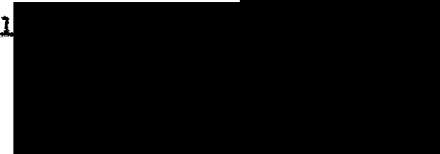

OIR
OC
Finance Div., Comp.
CM
Storage, distr. control,
& Disposal/OL

25X1A



25X9A2

2. Estimated number of Agency personnel
3. Cost per Agency Employee
(line 1 divided by line 2)



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TAB IX

**POTENTIAL SAVINGS BY REDUCTION OF
PRINTING QUALITY REQUIREMENTS OR
ELIMINATION OF PRINTING "FRILLS"**

1. The following memoranda excerpts show that the Chief, PSD does not believe any savings which will reduce his current manpower requirements can be realized immediately.

- a. On 20 August 1958, Management Staff presented the following request to Chief, PSD:

"1. The following additional information is needed:

- a. A list of NIS printing requirements which you deem to be "frills" and, for each item, the estimated average annual man-hours which could be saved by their elimination.
- b. A comparable list of "frills" for other CIA printing requirements with, for each item, the estimated annual man-hours which could be saved by their elimination."

- b. On 22 August 1958, the Chief, PSD replied as follows (underlining added):

"1a. This is a subject which has been discussed with OHI by the Management Staff in previous studies and more recently by the Inspector General in a survey of OHI. It is our understanding that OHI has made a vigorous defense of NIS format requirements as a result of each of these studies. The Printing Services Division therefore does not want to be responsible for having this matter continuously referred to OHI. We feel that our job is to satisfy the requirements of the various Agency components and that we will advise on matters of format and attempt to produce all printing as economically as possible.

"The one 'frill' which we feel can be eliminated is the use of background tinting on line illustrations. Such tinting is usually done in a different color ink from the text although, recently, OHI has agreed to printing some of these in black ink. It is extremely difficult to estimate the man hours which could be saved by the elimination of the practice. This is because we have no idea in advance how many such illustrations we will be required to do and we, of course, do not know which of them will require an additional press run. We have found that a signature

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which contains colored background tinting requires from two to three hours additional time to process. This time is spread between the camera, layout, platemaking, and press operation. The Printing Services Division has always contended that the background tinting had the effect of slowing down the production of NIS sections. If this practice was discontinued, it would have the effect of speeding up NIS production but would probably result in very little savings in personnel because of the distribution of this labor among four production units of the plant.

"Another factor which has the effect of hindering NIS production is that of submitting "advance copies" of each section before binding can be completed. This requires holding all printed material until OHI approves the printed copy for completion. Man hour savings would be insignificant but production would be facilitated if this practice was discontinued.

"1b. It is difficult to determine "frills" in relation to other printed material. What may appear to representatives of the Printing Services Division as unnecessary may be considered highly essential by the Agency component responsible for the particular printing. It is therefore extremely difficult to determine in what cases man hours can be saved and the number of man hours which could be saved by the elimination of so called "frills". A determination of what can be eliminated with respect to various Agency printing would have to be made by discussion with the component responsible for the particular printing. For example, quite a number of Agency publications, notably, ORR's EIC publications and numerous DD/P publications are produced with tabs either hand inserted or die cut. This requires considerable extra manpower, but an estimate of savings would depend entirely upon the necessity for the tabs and the number of such publications printed during any given time.

"Similar to the above, all of the Agency regulations, notices and related materials require 7 hole punching. This is time consuming and requires considerably more man hours than the standard 3 hole punch. However, the only way the 7 hole punch can be eliminated would be by agreement with Regulations Control Staff and complete standardization of binders. The man hour savings would be relatively small, amounting to about 40 man hours per year.

"With respect to a great many charts now being reproduced for Cartographic Division, it is believed that considerable time could be saved if Ziptone patterns were used in lieu of colors. It is realized that the printed product would not be as attractive as when colors are used, but it would perhaps serve the purpose just as well. There is no way to estimate the possible man hour savings since it is not known how many such charts and the number of colors of each that the Division would be required to produce.

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"From a general overall standpoint, it can be stated that the extensive use of pictures and art work in numerous Agency publications increases the man hours required to produce publications. In this category would be the Support Bulletin, OTR Bulletin, certain Management publications, etc. Again there is no way of estimating man hour savings. Also, it is rather doubtful that those responsible for any of these publications would consider pictures to be "frills".

"The Printing Services Division's Staff reviewed over 2,000 requisitions in attempting to determine specific man hours savings possible through the elimination of so called "frills". We have determined that the only way that such an estimate can be obtained is for a complete review to be made of all publications in cooperation with the responsible component to determine what "frills" can be eliminated. We could then determine where man hours could be saved in each instance. There is a very strong feeling in the Division that any man hour savings possible through this method would result in very little, if any, savings in personnel because of the spread of such work among the various production units. It would, however, contribute to speeding up production."

3. The largest single job in PSD is the printing of the National Intelligence Surveys, controlled and submitted for printing by the Assistant Director of Basic Intelligence/DD/I. He reports that NIS printing requirements for charts and tables are now stable and the quality or complexity is unlikely to increase. Several recent reductions in requirements have been achieved by OHI, as follows:

- a. Original negatives, instead of specially printed positives, of its materials are now sent to the Vital Materials Repository.
- b. One standard background plate for tinting line illustrations has replaced several used in the past and black ink is specified whenever possible.
- c. The former requirement to revise chapters I of the Surveys every three years has been extended to five years by use of annual supplements which have no special graphics requirements and can be printed by photo offset from typed originals.

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TAB X

FIVE POSITIONS REQUESTED BY CHIEF, PRINTING SERVICES DIVISION

As shown in recommendation a, Management Staff proposes an increase of five positions to handle the continuing PSD workload. The following positions are requested by the Chief, PSD if recommendation a is approved:

<u>No.</u>	<u>Position</u>	<u>Est. Annual Wage</u>
1	Compositor, in charge	\$ 8,061.04
1	Linotype Operator	7,797.92
1	Layout Man	8,443.76
1	Plate Maker	8,156.72
1	Offset Pressman	<u>7,965.36</u>
		\$40,424.80
	Est. budget required, FY 59 ($\frac{1}{2}$)	20,212.40

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3 OCT 1958

Ref to MS 1892
1744

Chief, Management Staff

Chief, Budget Division

Workload Situation and Personnel Requirements, Printing Services
Division, Office of Logistics.

REF : (A) Memo of 8 July 1958 to the Deputy Director (Support) from the
Director of Logistics

(B) Memo for the record - 1 October 1958 from [REDACTED]
Executive Assistant, Mgt./S.

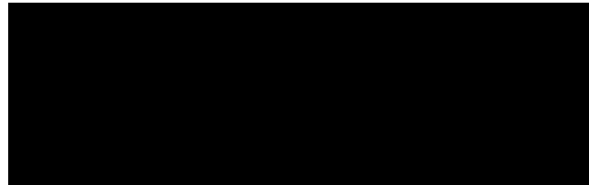
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1. Referenced memorandum (A) requested an increase in ceiling for Printing
Services Division, Office of Logistics, of 35 positions, costing \$229,255 per annum.

2. Referenced memorandum (B) states that the Deputy Director (Support)
authorized on 8 August 1958 an increase of 8 positions for the Printing Services
Division without an increase in ceiling or funds. This was absorbed by the Office
of Logistics. The Printing Services Division has also stated that the recommended
increase of 5 positions can be absorbed.

3. The Office of Logistics does not believe it can absorb the cost of the
remaining increase of 22 positions (approximately \$144,100) within their Fiscal
Year 1959 and Fiscal Year 1960 allowances. The budget, however, for each year
provides \$149,200 for printing service overtime and \$110,000 for "farming out"
unclassified material (an increase for "farming out" of \$81,000). In addition,
based on our analysis, it is believed that the personal services estimates of the
Office of Logistics may be somewhat higher than necessary to support the presently
authorized ceiling strength. For these reasons and with understanding that overtime
will be substantially reduced, it is our opinion that the cost of the remaining
22 positions, if considered necessary, can be absorbed by the Office of Logistics
in Fiscal Years 1959 and 1960.

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MEMORANDUM FOR THE RECORD

31 July 1958

1. On 30 July 1958 the Director of Logistics and the Chief, Printing Services Division discussed with the Deputy Director, Support, the request for 35 additional personnel for Printing Services Division. As a result of this discussion, it was decided that the Director of Logistics and the Chief, Printing Services Division should determine the possibilities of, (a) obtaining additional personnel from the Government Printing Office after the adjournment of Congress, and (b) the possibility of having some of the MIS printing done by the classified section of the GPO or commercial sources.

2. In accordance with the above, the C/PSD met with the Deputy Public Printer and the Production Manager of the Government Printing Office on 31 July 1958 to discuss these matters. It had previously been determined that there were 16 GPO employees who previously worked in the Admin Building Plant who still have Agency clearance. The possibility of obtaining all of these personnel for detail to the Admin Building Plant after the adjournment of Congress was discussed in detail. The Deputy Public Printer expressed the opinion that the GPO was more or less obligated to support the Agency in this connection, either by detailing the requested personnel or producing the classified printing. Both the Deputy Public Printer and the Production Manager stated that they would rather detail the personnel than be required to do the classified printing. They further agreed to recommend to the Public Printer that all of the employees under consideration be detailed to the Agency provided it was agreeable to the employees. It was further decided that since most of the employees involved have probably not had vacations, the detail should begin 2 September 1958 and continue until Congress reconvenes in January 1959. Formal request is to be made for this detail after the Production Manager ascertains the employees who will accept the detail.

3. This discussion brought out the fact that the GPO would, if required, accept some of the Agency's classified printing. Both the Deputy Public Printer and the Production Manager, however, indicated that they would rather not be required to take on this work.

4. Also on this date, the Director of Logistics and the Chief, Printing Services Division, discussed with [REDACTED], Staff Director of the Joint Committee on Printing, the workload situation in the Agency's printing plants and pointed out to him the exceptional difficulty involved in increasing the working force in the Agency's printing plants. [REDACTED] was told that we are exploring every

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possible way in which these excessive workloads can be handled. It was pointed out to him that in this connection his opinion was wanted of the possibility of "farming out" Agency classified printing to either the GPO or commercial sources. [REDACTED] was quite emphatic that in his opinion such action would be a grave mistake on the part of the Agency. He stated that Agency printing facilities were originally approved on the basis that the Agency must produce all of its own classified printing because of the highly sensitive nature of such printing. He went on to say that the transfer of the GPO plant to the Agency was approved for the same reason and because the Joint Committee on Printing felt that all of the Agency's printing should be done in a single plant in the New Headquarters Building. [REDACTED] further said that even though some of the NIS printing which would be "farmed out" may not in itself be highly sensitive, it would be a general weakening of the Agency's position to have any of the Agency classified work done outside the plants. He indicated that some members of the Joint Committee on Printing were not all entirely convinced that the Agency needed its own printing facilities, and to have any classified work done outside the Agency's plants would furnish ammunition for these members and could be the beginning of a move to have Agency printing done by the Government Printing Office. [REDACTED] strongly urged that all aspects of this problem be thoroughly considered before any action is taken to "farm out" classified printing.

OL/PSD: [REDACTED] /4237 (31 Jul 58)

After this memorandum was completed and forwarded to the Deputy Director (Support) for his information a telephone call was received from Mr. Merold, Production Manager, Government Printing Office, stating that due to the extremely heavy workload in the GPO it would be impossible to detail the 16 employees requested. Mr. Merold stated that he realized that this was a complete reversal of the position previously taken and regretted that the situation made this necessary. Further action on arrangements to "farm out" classified printing will be delayed pending Colonel White's reaction to [REDACTED] position on this matter.

Mr. Merold indicated in the above telephone conversation that the Government Printing Office would, if required, accept classified printing from the Agency.

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