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Chief, Management Staff

Chief, O&M Staff (DD/S Area)

Records Management Division, Management Staff.

1. PROBLEM:

To determine the propriety of the present organizational structure as an effective element of the Management Staff.

2. FACTS BEARING ON THE PROBLEM:

a. The division status of the element was established, originally, under the concept of the former General Services Office. At that time, the organizational structure thereof comprised the Records Management Branch including the Agency Courier Force of ☐ employees and the Machine Records Branch, also, having ☐ employees.

b. When the General Services Office was dissolved in February 1954, (1) the Machine Records Branch was transferred in its entirety to the Office of the Comptroller where it was given division status, (2) the Courier Force was placed under the jurisdiction of the Director of Logistics, also, in its entirety and (3) the remainder of the element comprising records management activities was transferred to the Management Staff.

c. The current organizational structure of the element comprises five branches in addition to the Office of the Chief, Annex I, Tab A. The staffing pattern for this framework includes a ceiling of ☐ positions with a personnel complement of ☐ employees. Applicants are in process for four of the five vacancies. Annex I, Tab B.

d. Pursuant to approved plans, the Records Center Branch with ceiling allocation of ☐ positions and funds therefor is scheduled for transfer to ☐ jurisdiction on or about 24 April 1955. Annex I, Tab C. (Completed on schedule)

e. Salaries paid to Records Management Division personnel for Fiscal Year 1955 (as projected) approximate a grand total of \$170,359.35 in the aggregate. This amount includes (1) the sum of \$19,818.43 paid to personnel who either resigned or transferred from the division during the current fiscal year and (2) the sum of \$26,921.24 for ☐ positions scheduled for transfer as provided in Paragraph 2d above. N.B. The remainder of ☐ positions will be filled by the applicants who are in process (see Paragraph 2c above) Annex I, Tab B.

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3. DISCUSSION:

a. Authority - Annex I

Administrative - Staff Study, dated 22 December 1953, Subject: Agency Housekeeping Services, approved by Acting Deputy Director (Administration) provided for the transfer of records management activities from the former General Services Office to the Management Staff.

Legal - Administration and control of Agency records is authorized by law and has the approval of the General Counsel. Tab D contains a list of legislative and other authorities affecting the records program.

b. The Records Problem -

The Agency's records' problem is obviously complicated by a number of contingencies. An efficient management system is essential for the control of vital intelligence records. Security requirements tend to increase the records volume and add to the cost of filing equipment and supplies. The nature of intelligence activities entails long retention periods for records, usually in costly space. Sterility measures and cover dependency upon IAC and other agencies result in constant expansion of the records volume. Records having potential intelligence value are obtained from other agencies for review, evaluation and disposal or retention. Records seized or obtained from foreign governments enlarge the growing volume. Essential administrative paperwork for clearances, controls, authorizations, approvals and coordination augments the growth of records. The dispersal of buildings makes the effective administration of records more difficult. Indifference on the part of some Agency officials to the requirements of Public Law 754, the Federal Records Act of 1950, provides an unnecessary frustration to the overall problem.

c. The Records Management Program -

The Agency program is based on the three-fold concept of records making, records maintenance and records disposition. Records making entails consideration of forms, reports and correspondence. The percentage ratios thereof to total records volume are normally accepted as 20, 20 and 60 respectively. Records maintenance includes other aspects such as control of mail, the selection and installation of standard file classification systems, file reference service and standardization of filing equipment and supplies. Records disposition covers the evaluation, transfer, retirement, preservation and disposal of record material.

The basic plan of the program also places dependency upon the collaboration of approximately 23 area records officers for operating efficiency. Only six of such officers are on a full time basis. Thus, with collateral duties imposed on most of these officers and in the absence of administrative control over them, the records management program lacks force and effectiveness as now constituted.

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~~SECRET~~d. Parallel Records Management Program -

The DD/P Area maintains a separate records management program in RI and a separate archival center purportedly for record material of predecessor agencies. It is conceivable that the motivation therefor is based primarily on security reasons. It is also conceivable that closer cooperation should obtain on certain records program phases for economic reasons such as vital materials, file standards, forms management, reports control and systems, i.e., with proper clearances. It is understood that there is no formal agreement of understanding in existence that would tend to establish a true delineation of responsibilities for records administration on an Area concept basis. Under these circumstances, a separate study should be made to determine whether or not closer cooperation might be had for economic reasons on some program phases without jeopardizing security.

e. Records Management Division -

The distribution of work in the division discloses the administration of eight separate programs within the framework of the four remaining branches (Paragraph 2c and d). The Forms Management Branch is responsible solely for effective administration of the forms' program. Similarly, the Records Disposition Branch is accountable only for the disposition program. Also, the Reports and Correspondence Management Branch administers two separate programs as implied. The System's Branch, however, has the broad responsibility of administering four individual programs such as microfilming, vital materials, file standards and records' systems. Thus, from the foregoing, it is apparent that the distribution of work responsibility is unbalanced organizationally on a program basis. It is granted, however, that on a workload basis the responsibilities of the Forms Management program and the Records Disposition program, respectively, are greater in proportion to those of any other single program.

f. Microfilm Program - Systems Branch - Annex II, Tab II

25X1 The progress made to date through this program has been substantial and effective. However, the placement of the microfilming program organizationally in the field of records management may be subject to question. While Regulation [] dated 8 January 1955, Subject: Printing and Reproduction, tends to give official recognition to such placement, the provisions of Regulation [] dated 10 August 1954, Subject: Office Business Machines, should also receive consideration.

25X1 Microfilming should be construed as within the intent of Regulation [] which in effect concerns operational systems through the use of office business machines if proof can be shown that (1) application of its full potential is limited by placement in the organizational concept of the records management structure and (2) the potential application

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thereof would be enlarged to its full scope within the meaning of operational systems, the basic plan of which entails the use of office business machines. Tab E reveals that microfilming has four potential applications only two of which pertain in some measure to records management, i.e., decrease of storage costs through reduction in space requirements and a security aspect in regard to vital materials. Construed in the light of operational systems, the potential scope would cover not only the two applications mentioned above but would be enlarged to include two additional applications, i.e., to provide savings in labor requirements and multiple distribution as a method of reproduction.

N.B. An example of an operational system based on space reduction is V-Mail. The application to some vital materials is similar. Examples of labor savings may be found in private industry, banks and municipal governments where microfilming serves as an accounting control device. An example of distribution via reproduction applies to the furnishing of vital statistics such as copies of birth and death certificates. The machine record aperture card used in OGI comprises an example of triple application in this Agency, i.e., space savings, vital materials protection and savings in time, labor and distribution.

g. Other Systems' Branch Programs - Annex II, Tabs F, G and H.

Analyses reveal that the vital materials' and file standards' programs are satisfactory and lend effective support to records management activities. The systems program, however, is apparently ineffective due primarily to lack of adequate administrative and operational planning and an unfilled position slot. Actually, these programs are projects.

h. Reports and Correspondence Management Branch Programs - Annex III, Tab I

Study of the reports and correspondence programs discloses that (1) an honest effort has been made to launch these constructive programs with only partial success, (2) only four of nine potential projects have taken root, (3) the programs are ineffective due to lack of recognized policy and regulations to provide smooth operating force and, also, due to improper organizational planning, i.e., making a branch of two position slots with no support personnel, (4) the branch should be abolished as a separate entity and (5) the work should be continued on a project basis.

i. Records Disposition Program - Annex III, Tab J

An examination of this program tends to emphasize the importance of the disposition control schedule as the real essence of records management and the hub around which other program phases tend to rotate. It also discloses that (1) substantial progress has been made, (2) some overlapping is in evidence on responsibilities which normally would be discharged under the file standards' and records' system programs, (3)

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difficulties have been experienced because the improvised method used has been ineffective, and (4) a new approach should be used through a regulatory issuance placing full responsibility where it belongs as required by law and, then, on each office head through delegated authority. The submission of disposition control schedules to the Management Staff for review and evaluation should then follow as normal procedure.

j. The Forms Management Program - Annex III, Tab K

This program reinstituted late in 1953 has been developed on a solid foundation with effective operating practices for the control of forms, preparation of indexes, procurement of forms and compilation of monthly reports. Substantial progress has been made in (1) reducing the number of reprints and new forms, (2) increasing revisions of old forms, (3) cancelling outmoded forms, (4) reducing copy production of forms and (5) redesignating forms from an organizational concept to a straight numerical sequence as feasible. To date, control has been established on 1589 forms in all, including approximately 1254 Agency forms. Despite an increase of 53 percent in the number of active forms since January 1953, the average annual usage of forms has been reduced from a total of 18,698 copies per form in 1953 to 11,878 copies in 1954. Thus, this program has begun to pay returns and should receive full administrative support because, based on conservative estimates, there are about 26,000 bootleg forms still being used in the Agency on an uncontrolled and wasteful basis. A pending backlog of 199 forms and other actions, equivalent to 1791 manhours or 11.2 work weeks confirms the existence of an operational burden which could be relieved by the addition of (1) support personnel to maintain typing and filing on a current basis and (2) forms analysts to expedite design routines and the preparation of final type copy of new and revised forms. Information obtained from the reproduction plant reveals that three employees spend approximately four hours per day each on routines pertaining to forms such as preliminary layout, varityping, ruling, proofreading and maintenance of files containing rough drafts, final type copy, negatives, plates, etc.

4. CONCLUSIONS:

The study reveals that, under its present organizational concept, the Records Management Division is not wholly an effective element of the Management Staff by reason of (1) misplaced dependency upon area records officers who cannot meet their responsibilities in records administration, (2) the limited application of the microfilm program in its present organizational placement, (3) the unbalanced assignment of programs to branch subdivisions with resultant loss of administrative and operational control over the records systems program, (4) the establishment of the Reports and Correspondence Management Branch with inadequate staffing and (5) the extended use of an improvised method to solve the Agency record problem without the support of adequate regulatory procedure in view of the provisions of law.

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SECRET**5. RECOMMENDATIONS:**

Based on the substance of this study the following recommendations are proposed for adoption and implementation as soon as feasible:

- a. The organizational concept of the records management structure be changed from division status and identified as the Records Management Staff.
- b. The Records Management Staff comprise an Office of Chief, a project staff and two branches, i.e., Records Disposition Branch and Forms Management Branch. Annex IV, Tab L.
- c. The staffing pattern of the Records Management Staff be apportioned as reflected in Annex IV, Tab M.
- d. The area records officer concept of the records management program be abolished as ineffective.
- e. New regulatory issuances be prescribed as necessary and feasible to give force and effect to the overall records management program under the proposed organizational concept and revised plan for administration of Agency records as provided in paragraph 3i. above. This is considered to be of sufficient importance to warrant a determined effort to issue new regulatory material as soon as possible.
- f. The microfilm program together with the function, position slot, funds and incumbent be transferred to the jurisdiction of the Chief, Business Machines Service, Management Staff.
- g. The Reports and Correspondence Management Branch and the Records Systems Branch be abolished with the pertinent remaining programs, functions, position slots, funds and incumbents merged as provided in Annex IV, Tabs L and M.
- h. A representative of the Management Staff reinstitute and continue negotiation with the Logistics Office for the transfer of a capable forms analyst to facilitate the analysis and design of forms and expedite the preparation of final type copy.
- i. A separate study be made to determine on what basis by program phase the DD/P Area should cooperate for economic reasons in the authorized Agency records management program or with proper justification be granted an exemption therefrom for security reasons.

SIGNED

Chief, O&M Staff (ID/S Area)

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ANNEXES:

ANNEX I - Current Organizational Structure
and Authority

ANNEX II - Records Systems Branch

ANNEX III - Other Branches

ANNEX IV - Proposed Organization

CONCURRENCES:

Chief, Records Management Division

Date

Chief, Business Machines Service

Date

ACTION BY APPROVING AUTHORITY:

APPROVAL:

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Chief, Management Staff

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ANNEX I

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I

Records Management Division

Current Organizational Structure

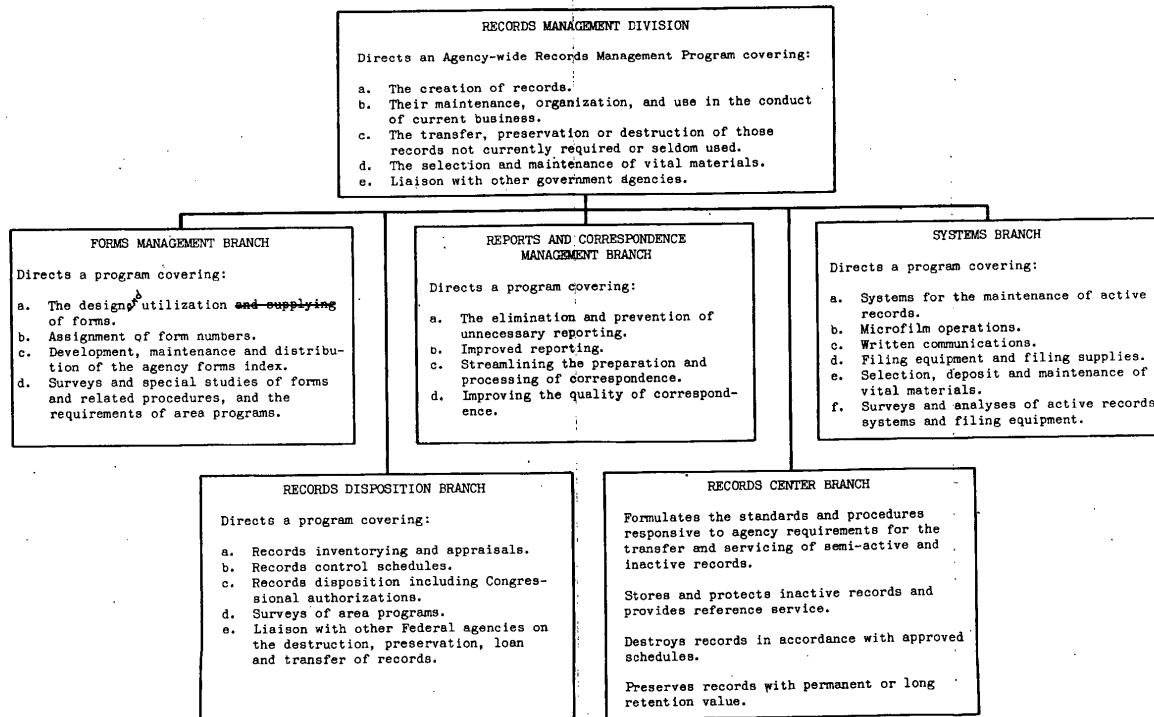
1. This annex contains essential information on the present organization of the division as follows:
 - a. Tab A comprises an organizational and functional chart.
 - b. Tab B reflects the staffing pattern and provides financial data on salaries for the ensuing fiscal year.
 - c. Tab C reveals the details of a pending change in table of organization via transfer.
 - d. Tab D confirms that the records management program is required by law.

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MANAGEMENT STAFF
RECORDS MANAGEMENT DIVISION
September 1954



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ANNEX I, TAB D

Records Management Division

**Legislation Affecting The Records Management Program
(within the intent of P.L. 253 and 110)**

1. The Federal Records Act of 1950 (Title 5), P.L. 754, prescribes in part (Section 506b): "The head of each federal agency shall establish and maintain an activity and continuing program for the economic and efficient management of the records of the agency."
2. Other legislation affecting the records program is provided as follows:
 - a. The Federal Property and Administrative Service Act of 1949, P.L. 152--81st Congress.
 - b. U. S. Code.
 - c. Federal Reports Act, P.L. 831.
 - d. Administrative Procedure Act, P.L. 404.
 - e. The Records Disposal Act, P.L. 115 approved July 7, 1943 (57 Stat. 380, 44, USC 366), as amended July 6, 1945 (59 Stat. 434).
3. Administrative directives pertaining to records management activities are also listed:
 - a. Bureau of the Budget, Bulletin 51-14, dated May 22, 1951.
 - b. General Services Administration Regulation.
4. Memorandum dated 2 October 1950 from the Legal Staff to Chief, CIA Library, GCD summarizes an opinion on the disposal of Agency records as follows:
 - a. The Central Intelligence Agency must comply with the Records Disposal Act, insofar as it does not conflict with the provisions of Public Law 253.
 - b. The Central Intelligence Agency should comply with Public Law 152 and 754 whenever possible, even though each specifically exempts CIA from its provisions. However, if such compliance would result in the unauthorized disclosure of intelligence sources and methods, Public Law 253 must be followed.

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- c. The Central Intelligence Agency should comply with Executive Order 9784 whenever possible, although it does not require disclosure of confidential information which would endanger the national interest or lives of individuals. Consequently, no reliance upon Public Law 253 seems necessary.
- d. Public Law 253 provides that the Director of Central Intelligence "shall be responsible for protecting intelligence sources and methods from unauthorized disclosure." If the Director deems compliance with any existing law will result in such disclosure, no compliance is necessary.

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ANNEX II

Records Management Division

Records Systems Branch

An examination of the Records Systems Branch reveals that the work is divided into four major program phases, namely, vital materials, microfilming, file standards and systems. Each program phase is treated separately in an individual tab. The substance of each tab includes a brief description of the program, the program objective, program requirements, program status, program activity, program interest, personnel assigned and a conclusion. Each conclusion is based on consideration of the effectiveness disclosed and the placement potential, organizationally, for proper application of the program. The tabs are identified by program as follows:

Tab D Microfilm Program

Tab F Vital Materials Program

Tab G File Standards Program

Tab E Systems Program

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ANNEX II, TAB E

Records Management Division

Records Systems Branch

1. Microfilm Program

The microfilm program has two major phases. One phase pertains to records management where it serves to decrease storage costs by enabling a reduction in space requirements. The other phase relates to operational systems where it tends to (a) effect savings in labor requirements, (b) facilitate multiple distribution as a method of reproduction and (c) provide a distinct aspect of security. The objective of the program, its requirements and current status are stated below:

- a. Objective - The object of the program is to obtain effective use of microfilm and pertinent equipment on an Agency wide basis.
- b. Requirements - Staff competency entails the discharge of broad responsibilities such as (1) sensing the potential uses of microfilm in its application to records management and to operational systems, (2) determining the validity of existing and proposed microfilming projects as consistent with policy, (3) ensuring proper selection and utilization of equipment and, also, assignment of priorities for use thereof, (4) establishing propriety of standards for photographic quality and indexing of film, (5) reviewing and approving requisitions for microphotographic equipment, supplies and services, (6) inspecting individual projects to ascertain purpose of filming, type of equipment employed, extent of equipment utilization, methods used and quality of finished product, (7) developing and issuing program information material and instructions on microfilming techniques such as when to use microfilm and how to select equipment, identify and index film, increase production and achieve photographic quality and (8) providing information data and instructions on methods and systems to reduce storage costs, save labor, facilitate distribution and provide security.

Line responsibilities include (1) the maintenance of an equipment inventory to facilitate pooling, sharing and transferring of cameras and readers, etc., as feasible and practical and (2) the conduct of spot surveys where difficulties are experienced on existing projects to provide skill in the application of proper exposure techniques in the various photographic processes and recommend other changes as appropriate or necessary.

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c. Status of Program - Accomplishments since the institution of the program in August 1954 comprise the following:

- (1) Formal arrangements were completed with the Logistics Office to review all requisitions for microfilming equipment either to ensure proper selection for intended project or to substitute sharing of available equipment where feasible.
- (2) Effected a total savings of \$5,692 by reviewing 32 requisitions for microfilm equipment and supplies.
- (3) Issued Notice No. [] dated 14 July 1954, subject: "Agency Survey of Microfilm Operations" and completed inventory of all available equipment such as cameras, readers, etc. Determined that Agency's investment therein approximates \$330,000.
- (4) Conducted a comparative operational test of two new cameras to provide assistance in the selection of cameras for field use.
- (5) Effected a procedural change in the Library filming project which eliminates the need for one set of duplicate film rolls and will result in annual savings of more than \$5,000.
- (6) Improved the quality of film produced on three projects. The benefits resulting are for the most part intangible at this time, but should it be necessary to reproduce the film in the future for emergency use, the monetary savings would be substantial.

2. Program Activity

Current activity entails the conduct of an Agency-wide survey of micro-photographic equipment and projects, the purpose of which is to (a) standardize procedures, (b) obtain more effective use of equipment and space and (c) reduce the cost of microfilming operations.

3. Program Interest

Encouraging headway in the development of interest in the Agency Micro-filming program is beginning to be shown in several areas. CCD, Logistics, Personnel and Commo have demonstrated a willingness to cooperate with the Management Staff to improve the quality of production and services and to reduce costs. As in other aspects of records management, best results are obtained when the operating offices gain confidence in the ability of Management personnel to aid them. This ability has been demonstrated to the offices named above by "pitching in" to help them overcome simple but longstanding problems such as, getting machines properly repaired, replacing obsolete and inappropriate equipment, obtaining faster processing service, pointing out operational short cuts and obtaining facilities for accomplishing rush jobs.

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Now that the Agency-wide survey of microfilming equipment and projects is practically complete it is possible to determine most of the steps which must be taken to improve quality and reduce costs. One of these steps will cover preventive maintenance and periodic overhaul of equipment. This step will be taken first because of the good will which it should engender, thus, smoothing the way to proceed with other potential measures to further the program.

4. Personnel Assigned

One employee only is assigned to give effect to the program. The position requires the services of at least one full time employee.

5. Conclusion

Consideration of the various aspects of microfilming discloses that the immediate program is primarily a staff responsibility with very good initial accomplishments. Application of its full scope is limited at present to the organizational concept of the records management structure. Due, however, to the overall operational aspects of microfilming, the function, position slot and incumbent should be transferred to the jurisdiction of the Business Machines Service, Management Staff where the potential application of the program will be enlarged.

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ANNEX II, TAB F

Records Management Division

Records Systems Branch

1. Vital Materials Program

Basically, the vital materials program comprises an essential phase of emergency long range planning. The objective, requirements and status thereof are provided briefly as follows:

- a. **Objective** - The purpose of the program is to provide for the selection, safe transfer, storage, maintenance and ultimate disposition of materials essential to the Agency on a continuing basis and which in the event of destruction would constitute an irreplaceable loss.
- b. **Requirements** - Staff responsibilities include (1) the preparation of guides for the selection (in hard or reproduced copy), transfer and maintenance of vital materials in storage, (2) review of control and disposition schedules developed in collaboration with operating officials for deposit of materials on both a long and short range basis, (3) evaluation and review of requisite materials of each component to determine essentiality, scope and frequency of material flow and assure that deposits are adequate to meet possible needs for reestablishment of operations under emergency conditions and (4) develop, prepare, coordinate and issue a vital materials handbook to facilitate evaluation, selection and classification of records and things as vital materials, determination of methods and frequencies of deposits and implementation of deposit procedures to maintain complete coverage, regulate withdrawal of obsolete or superseded material and preclude unwarranted duplication of materials.

Line responsibilities entail (1) receiving vital materials at a central assembly point (2) picking up certain materials at designated points and (3) transport thereof to the repository once each week.

- c. **Status of Program** - Smooth working relations have been maintained with all operating activities with excellent results as follows:
 - (1) **RD/S Area** - The program is fully implemented in all components with the exception of the Offices of Training and Communications which are believed to be using, at least in part, separate relocation stations for deposit purposes. The Office of Communications, however, has recently requested space for 8 safe cabinets in the Repository and present negotiations indicate that a complete control and disposition schedule will be available within a reasonable period.

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- (2) DD/I Area - The program is fully implemented in OSI, OOI, OO and ONE. Partial implementation has been obtained in OCD and ORH where additional progress is currently being made.
- (3) DD/P Area - Based on the frequency and size of deposits, it is assumed that the program is fully implemented.
- (4) NSC - A firm deposit schedule is maintained.
- (5) DCI - A statement dated 4 March 55 from the Administrative Officer reveals a determination that all records with vital material value are being deposited from other sources. The last deposit was made in March 1954.
- (6) Audit Office - Letter of exception dated 5 February 1952 in file.
- (7) Repository Files - The filing system for each record series group is planned and coordinated with the interested operating activity, respectively. Some are identical with the systems maintained in headquarters.
- (8) Handbook - The vital materials handbook is still in draft stage with completion approximating 25 percent.
- (9) An operating procedure for the control of the vital materials program was issued originally on 19 June 1951 and has not been superseded.

2. Program Activity

Activity for the DD/I and DD/S Areas is detailed as follows:

a. Deposits - Calendar year 1954

- (1) Documents - 135 cubic feet, approximating 237,000 sheets of paper.
- (2) Tabulating Cards - 2,497,954
- (3) Film - 2,994 reels equivalent to 6,257,000 sheets of paper.

b. Withdrawals - Fiscal year 1955 (1 July 54 to 18 March 55)

- (1) Documents - 36.55 cubic feet approximating 63,875 sheets of paper.
- (2) Tabulating Cards - 1,334,948
- (3) Film - 298 feels comparable to 570,000 sheets of paper.

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- c. Improved Procedures - The inventory and accounting system for control of vital materials was revised and improved to provide:
- (1) a more efficient accounting control of deposits and withdrawals.
 - (2) a reduction in the number of inventory pages.
 - (3) a prestamped security classification on inventory forms.
 - (4) a decrease in the size of the inventory form to facilitate filing.
- d. Survey - A study is currently being made in the Office of Communications to determine the extent and propriety of cable reference and disposition and, also, to estimate vital materials requirements.

3. Program Interest

Interest in the program is encouraged through invitations to division heads, deputies, assistants, and administrative officers to visit the repository. A number of representatives have accepted and expressed satisfaction with the program, some indicating disappointment with their own scope of participation. Thus, the program has prospered. These circumstances give rise to the advisability of establishing direct liaison with an appropriate official to request that the subject of vital materials is placed on the agenda of meetings attended by the several assistant directors.

4. Personnel Assigned

Responsibility for the program is assigned to a single employee. At least one employee is required for this full time position.

5. Conclusion

It is apparent from the foregoing that the vital materials program is primarily a staff responsibility with substantial accomplishments and should remain in the organizational concept of the records management structure.

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ANNEX II, TAB G

Records Management Division

Records System Branch

1. File Standards Program

The development and installation of standard file classification systems for the control of record material and the adoption of standards to control the procurement and use of filing equipment and supplies comprises the essence of this program. An examination of the objective, requirements and status of the program reveals that the substantial progress has been made.

- a. Objective - The objective of the program is to standardize (1) the file classification system of record material as feasible and (2) the procurement and use of filing equipment and supplies.
- b. Requirements - Staff responsibilities include effective research and planning to (1) develop standard file classification systems to meet Agency needs, (2) standardize and control the procurement and use of filing equipment and supplies, (3) provide essential regulatory issuances to give force to the overall program and (4) institute effective controls to accomplish and maintain the planned objective.

Line responsibilities entail (1) reviewing the substance of records content to establish definite categories, (2) examining the volume and complexity of records in relation to the organization framework of the area served to determine the types of indexes and guides needed, (3) developing essential forms and instructions to implement the system adopted for installation, (4) applying the standard classification plans to all appropriate records and (5) conducting surveys, providing guides and establishing control measures to insure that filing equipment and supplies conform to prescribed Agency standards.

- c. Status of Program - Progress made in 1954 includes the development and completion of the following projects:

- (1) A standard system for the classification and filing of Agency correspondence was issued in handbook form as of 16 Dec. 1954.
- (2) Arrangements were made with the Office of Training to give instructions to new Agency personnel in the classification and filing standards adopted. On the job training will be scheduled for other employees as appropriate.

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- (3) An overall study including the preparation of control and dispositions schedules, the installation of filing classification standards, the standardization of filing equipment and supplies and an initial study of forms was made in FBID in August 1954.
- (4) A safe file utilization chart which comprised a four color poster project was completed 10 March 1955 after a period of forty-five days of sustained effort. The purpose thereof is to relieve records congestion in safe cabinets by suggesting distribution of contents to other housing facilities, as feasible, such as the Records Center, non-combination file cabinets, supply cabinets and bookcases.
- (5) A method which tends to facilitate alpha filing was introduced for Agency use. The basic plan includes 113 alphabetical subdivisions plus nine common names. Installations have been made in CCI and the Comptroller's Office. Samples have been furnished to other organizational elements.
- (6) A standard filing system, with essential modifications to meet immediate needs, was installed in certain offices such as DL/S, Comptroller, General Counsel, Logistics, Medical, CRR, FBID and the Office of Training.

The issuance of three procedural notices which prescribed standards for filing supplies and equipment and, also, the conditions under which the Logistics Office will meet procurement needs helped to give smooth operating force to the program.

2. Program Activity

Projects now in the course of development include the following:

- a. Portable desk trays in the number of 1400 that will provide an efficient and economical method for the overnight storage of day to day work papers have been procured from the Acme Visible Records firm at a cost of about \$5.00 a piece. Delivery is expected in about ten days. The metal trays which are of mahogany color and 4 inches deep, will be available from stock. The project is ninety-five percent complete at this writing after two years of effort.
- b. Standards pertaining to the procurement and utilization of filing equipment and supplies have been developed. A regulation prescribing the use of the standards has been prepared to replace current notices and is pending clearance.
- c. An inventory of all Agency filing equipment is being compiled to provide statistical and control data on the several classifications thereof.

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3. Program Interest

Normally, the operating personnel in each office have clear cut ideas of what type of equipment and supply items they require. It is therefore necessary to review their problems, determine their requirements and select the items actually needed to do the job. Factors which receive consideration include the use, the appearance, the cost and availability of the items selected. Recommendations are generally accepted after a demonstration. In FBI the standard equipment and supplies were readily accepted and, also, passed on to the field for use. In OGI standard file folders and standard alphabetical guides were accepted after demonstrating their use. The Supply Division of Logistics is very much interested in the program due to the savings in procurement, warehousing and use of a less expensive product which fills the requirement adequately. The Security Office is interested in the safe cabinets to the extent of security.

4. Personnel Assigned

Two employees are assigned at present to administer the program. One employee should suffice now. In the past, employees were detailed from the Disposition Branch to complete several projects.

5. Conclusion

It is apparent from the foregoing that the file standards program has been effective and has a definite place in the organizational concept of the records management structure.

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ANNEX II, TAB H

Records Management Division

Records System Branch

1. Systems Program

This program sponsors the application of recognized systems to solve certain operating problems arising in records management activities and thereby to facilitate the administrative control of records. It aims to simplify and accelerate operations, reduce overhead in labor, space and operating costs, and thus obtain efficiency with savings. The operational scope of the program includes systems pertaining to filing, processing of mail, reproduction of records, posting and recording operations and communications. The substance of the program including the objective, requirements and status is explained below.

- a. Objective - The object of the program is to render technical assistance in the selection and application of approved systems to solve records problems.
- b. Requirements - Staff responsibilities include (1) a specialized knowledge of standard systems and office equipment, (2) the development and issuance of a brochure and technical procedures for the installation and operation of approved systems and equipment and, also, an administrative notice that technical assistance is available, (3) the ability to sense potential application and use of standard systems and equipment to solve records problems, (4) an active interest in the potentials of various systems installed in the Agency or available in other government agencies and (5) the establishment of controls for the administration and support of the program.

Line responsibilities comprise (1) the maintenance of a library of useful reference material, (2) the study of record systems problems to determine and recommend solutions therefor and (3) the rendition of assistance in preparing justifications, obtaining concurrences and in making installations of approved systems and equipment.

- c. Status of Program - A careful review of the past activity of the Records Systems Branch indicates that major emphasis to date has been placed on the other program phases i.e. file standards, vital materials and microfilming. To date action has been limited to observed needs and requests for assistance. There is, however, one accomplishment which comprised the installation of a mail control system in the Logistics Office. Observations indicate that no action has been initiated to issue the brochure, technical instruction or the administrative notice. Further, the existence of controls is not apparent.

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2. Program Activity

The following projects reflect the current activity of the program:

- a. The development of a revised courier receipt and logging system to simplify procedure, increase effectiveness and reduce cost. The proposed basic plan of this worthwhile project is completed and has received clearance from the Security Office.
- b. A review of cable receipting procedures and requirements to determine application of manual or machine methods which will reduce the scope of operations in the present system. This project is five percent complete.
- c. The preparation of a handbook on mail operations. This project is seventy-five percent complete.
- d. The development and maintenance of a comprehensive index to reference material available in the Management Staff.
- e. The installation of a mail control system in the Office of the D/S.

3. Program Interest

Pending the issuance of a brochure to spread essential information and thereby attract interest in records' systems, the program is dependent for the present upon observations and reports made by inexperienced area records officers and records analysts for opportunities to develop projects and show progress.

4. Personnel Assigned

An available position slot is unfilled. The assignment of responsibility for this program is now being delayed pending completion of this survey.

5. Conclusion

A definite need exists as a staff responsibility in the records management structure for the basic objective of the program i.e. to render technical assistance in the selection and application of approved systems to solve records problems. Further, it is apparent that the immediate program has suffered from inertness in the past. Administrative responsibility for this lack of force is lightened materially by virtue of the unfilled slot and by the substantial progress made in other program phases. The difficulties experienced in launching the systems program apparently resulted from an improper distribution of work assignments that netted an operational burden to the responsible

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officer. Under these circumstances, a readjustment is in order to alleviate the present burden and provide a new stimulus to the program. To this end, the interest of the Records Management Division should be limited to furnishing the staff competency required such as policy, procedures and standards. The line responsibilities should be discharged by the C and M Staff.

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ANNEX III

Records Management Division

Other Branches

The work of three additional branches is explained in this annex on a program basis. The branches are the Reports and Correspondence Management Branch, the Records Disposition Branch and the Forms Management Branch. The substance of each program is treated in a manner similar to the analyses provided in Annex II as follows:

Tab I Reports and Correspondence
Management Program

Tab J Records Disposition Program

Tab K Forms Management Program

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III

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RECORDS CONTROL SCHEDULES COMPLETED OR IN PROCESS FOR COMPLETION

12 April 1955

OFFICE	ITEMS	LINEAR FEET	TEMPORARY MATERIAL	PERMANENT MATERIAL	RETURN TO LIBRARY	DOLLAR VALUE OF FILING EQUIPMENT	DATE COMPLETED	ANNEX I TAB J Enclosure
<u>DD/S Area</u>								
* Management Staff	43	74	45	29			April 1954	
Audit	16	64	29	35		\$ 2,328.37	December 1954	
General Counsel	31	568	53	38	477	4,196.50	October 1952	
Logistics	18	2,000	1,500	150	350		May 1954	
Medical	49	470	260	210		10,886.02		
** Security	169	3,615	836	2,779		82,357.83		
*** General Services	127	563	507	56			November 1953	
<u>DD/I Area</u>								
* ORR	627	21,479	18,318	718	2,443	392,159.00	February 1955	
OME	32	322	219	46	57	13,497.28	February 1955	
OSI	285	2,037	1,573	162	302	76,476.61	March 1955	
OO/Chief	12	31	6	17	8	1,281.49	August 1954	
FBID	64	1,058	664	311	83	17,705.00	July 1954	
FDD	74	2,479	555	205	1,720	40,335.64	August 1954	
Sovmat	14	27	20	4	3	1,378.81		
Contacts								
Headquarters	16	1,075	723	352			May 1954	
Field	9	1,500	1,500				April 1954	
**** DD/P Area	113	21,450	12,870	8,580		764,802.00	November 1954	
TOTALS	1,699	58,812	39,578	13,692	5,443	\$1,407,404.55		

* In process for completion.

** In process for completion. The amount of permanent material includes over 2,500 ft. of material not considered permanent but will be retained indefinitely.

*** Schedules furnished gaining offices when General Services was abolished.

**** Inventories and schedules prepared by Area Records Officers. Only the disposals requested were reviewed by Records Disposition Branch. The amount of temporary and permanent material is an estimate furnished by the Area Records Officer.

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ANNEX III, TAB I

Records Management Division

Reports and Correspondence Management Branch

1. Reports and Correspondence Programs

This twofold program aims to establish effective controls on paper work management with respect to correspondence and reports. A statement explaining the objecting requirements and present status reflects the substance of the program as follows:

- a. Objective - The objective of the program is to apply effective standards to the quality and production of correspondence and reports.
- b. Requirements - Staff requirements include (1) an administrative and technical knowledge of reporting systems and correspondence practices, (2) the development of policy, procedures guides and standards for reporting and correspondence management and (3) the ability to evaluate Agency and area needs, sense the potential application of correspondence and reports' management techniques and establish effective controls therefor.

Line responsibilities entail (1) the conduct of studies to plan and facilitate the application of reports and correspondence management programs and (2) research for the development of handbooks, guides and essential by-products such as glossaries, correspondex, etc.

- c. Status of Program - An examination of the program status indicates that an honest effort has been made to launch the program without proper support. In the absence of policy and procedure, the program has remained in a promotional stage as dormant as a newly proposed project at least in part. Only four of nine projects appear to have taken root. The projects are listed as follows:

- (1) Developed and issued the following general guides to stimulate interest in reports management:

An Introduction to Report Management - Pamphlet.

Sample Office notice inaugurating a reports management program.

Sample Office regulation for operating a reports management program.

Guide for determining report requirements - Pamphlet.

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- (2) Provided specific guides and promoted a reports management program in the Office of the Comptroller. This office level program was initiated 1 March 1955.
- (3) Held two meetings with the CD/I for the purpose of stimulating interest in reports management on either an area or office level basis.
- (4) Developed and issued the following general guides to stimulate interest in Correspondence Management:

Correspondence Management - Brochure

Modern Writing Styles

What is Readability - Extract

Signature Tab

Writer Guides - 24 Sections in draft stage held in pending status.

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- (5) Developed Handbook dated 25 March 1955, Subject "Correspondence Style and Procedures". This is scheduled for early release after two years of effort.
- (6) Conducted a correspondence survey in Logistics Office. Implementation is being held in abeyance due to assignment of an employee on detail.
- (7) Developed a proposed Correspondex to facilitate preparation and processing of routine administrative actions.
- (8) Revisions recommended in content of pattern letters used in Personnel Office were adopted.
- (9) Established Letterex as a stock item and promoted its use throughout headquarters. Over 2 million sheets were used in nine months of 1954 at an estimated savings of \$9,000.00.

2. Program Activity

Projects now in the course of development or nearing completion include a reports management program for the Logistics Office, the headquarters correspondex, a glossary of administrative terms, the preparation of writing improvement guides, a reports management guide and planning of program promotion.

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3. Program Interest

The branch chief reports as follows:

The DD/S has recently expressed concern over the net worth of weekly activity reports and the volume of reporting necessary to support administrative activities. The Special Asst. to the DD/I has now under consideration the advisability of establishing an area wide reports management program. The interest of the DD/P is unknown. The Director of Training has recognized the need of a writing improvement program. The reaction to the Correspondence Handbook was generally favorable. Enthusiasm for the proposed correspondex has been manifested by all offices of primary concern.

4. Personnel Assigned

Two employees were assigned on a full time basis until recently when one was detailed to the Regulations Control Staff. The branch chief advises that three employees in all comprise minimum personnel requirements. The branch chief's time has been subject to the performance of collateral duties on the division level.

5. Conclusion

The program is apparently ineffective due to (1) lack of recognized policy and a regulation to provide smooth operating force and (2) improper organizational planning which tends to spread the structural framework of the Records Management Division beyond the limits of its true foundation. Thus, a branch with two positions slots obviously could not be altogether effective for the administration of an Agency-wide program on any contemplated basis. The purpose of the program is constructive and sooner or later the need therefor will be recognized. Perhaps only the timing thereof has been inopportune. A retrenchment is therefore in order and the branch should be abolished as a separate entity. The position of the present branch chief should be construed as a records management officer and the work continued on a project basis.

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SECRET**ANNEX III, TAB J****Records Management Division****Records Disposition Branch****1. Records Disposition**

Records disposition entails an examination and appraisal of record material to determine its classification for control purposes. Record material is normally controlled according to four general classifications such as record or nonrecord material and current or noncurrent record material.

- a. Record Material - Record material may be permanent or nonpermanent in value. Pursuant to established procedure, the destruction and disposal of nonpermanent record material must be based on the expiration dates established within an Agency in previously adopted disposition control schedules. Some nonpermanent record material may be destroyed pursuant to General Disposal Schedules approved by the Congress for the purpose of granting blanket disposal authority. Standard Form No. 115, "Request for Authority to Dispose of Records" must be prepared and submitted through the National Archives to the Congress to obtain authorization for the disposal of record material not included in general schedules.
- b. Current Record Material - The retention of current record material is essential for the conduct of official business. Such material therefore is not subject to destruction until after it has served its purpose and the status thereof is determined pursuant to an established disposition control schedule.
- c. Noncurrent Record Material - This material comprises those records which are no longer referred to frequently by the activities which accumulated them in the conduct of official business but which must be retained permanently or for a specific period before disposition thereof may be authorized.
- d. Nonrecord Material - Blanket administrative authority exists under present procedure (National Archives Manual - Disposition of Federal Records) to facilitate the immediate disposal of nonrecord material which obviously has only temporary value. Thus, it is apparent that this classification of material comprises the bulk of classified waste accruing in the Agency on a daily basis.

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2. Agency Disposition Program

The substance of the Agency program is provided by an explanation of its objective, requirements and status.

- a. Objective - The objective of the program is to facilitate an economic and systematic disposition of record material, including the appraisal, classification, transfer, retirement, preservation and destruction thereof, according to Federal statutes and regulations and, also, limitations imposed for Agency security reasons.
- b. Requirements - Staff responsibilities include (1) the planning and development of program essentials such as policy, procedures, training guides, standards, frequencies of schedule application and review, effect of legal aspects, and controls to measure the effectiveness of the program and (2) review and evaluation of disposition schedules submitted.

Operating requirements entail (1) research to determine organizational aspects such as framework, functions and work flow, (2) rendering assistance in the conduct of records survey for the compilation of control schedules and in obtaining administrative approvals on such schedules, (3) processing disposition schedules to the National Archives to obtain Congressional approvals for disposal purposes and (4) making periodic checks to determine adherence to scheduled disposition and compliance with program requisites.

- c. Status of Program - The following progress has been made:

- (1) DD/S Area - Records surveys have been made and disposition schedules have been completed and installed with follow up action being taken in Medical, General Counsel, Logistics Offices and the Machine Records Division of the Comptroller's Office.

A disposition plan has been developed and is now being coordinated in the Security Office.

A records survey is being made for the development of a revised disposition plan in the Records Management Division of the Management Staff. Permission to include the remainder of the Management Staff will be requested.

- (2) DD/I Area - Disposition plans have developed and activated in ONE and OSI.

A disposition plan has been developed and approved in the Office of Operations. Schedules pertaining to Contacts Division in the field are included.

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A disposition plan is in process of being developed in OHR. Estimated completion is seventy percent.

- (3) DD/P Area - Disposition control schedules have been reviewed and approved with appropriate adjustments. Total records volume and equipment were furnished. Statistics are available in Enclosure 1.
- (4) Disposition Handbook - This handbook, comprising an operating procedure, is in process of being coordinated throughout the Agency. Some differences of opinion have been experienced.
- (5) Brochure - An illustrated brochure on the records disposition program is in course of preparation. The sketches have been approved for final copy. The target date is 1 May 1955.
- (6) Training - Much time and effort have been spent in training area records officers and records analysts in the past. The training programs were excellent and well attended.

3. Difficulties Experienced

Several difficulties which have had an adverse effect on the program are stated as follows:

- a. Lack of a regulatory issuance clearly defining the authority and responsibilities of the records management program in the Agency. A revised regulation has been prepared but not issued.
- b. The long coordinating process which tends to retard publication of the proposed handbook. The handbook ties in with and supplements the revised regulation.
- c. Lack of well trained, full time, area records officers necessary to carry out the program in operating activities. The area records officers are required to perform collateral duties and have little or no time to work on records.
- d. The refusal of some offices in the past to conform to the present standards for (1) the preparation of records control schedules and (2) reporting statistical information and other data essential for an effective records management program. The reasons given are "operational security", "need to know basis", etc.

4. Program Interest

The branch chief reports that the interest of most administrative officials in the DD/S and DD/I areas is favorable. A hands off policy is maintained by officials of the DD/P area.

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5. Personnel Assigned

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[] position slots are allotted to the branch at present. All are filled save that one employee is detailed to the Forms Management Branch. The branch chief advises that the present complement of personnel would be required to (1) review disposition control schedules submitted by operating activities, (2) prepare disposal schedules for submission through the National Archives to the Congress, (3) complete the coordination process and (4) follow up to determine adherence to the disposition schedules approved. He advises further that to continue operations as at present i.e. (1) conducting record's survey, (2) preparing control schedules and obtaining approvals thereon, (3) preparing and submitting disposal schedules through the National Archives, (4) completing the coordination process and (5) maintaining follow up procedure would require a minimum of 12 employees to complete the initial Agency records survey within the period of one year.

6. Conclusion

The disposition phase of records management constitutes the real essence of an overall records management program. Without approved disposition control schedules there would be no basis on which to evaluate and control records by classification i.e. for ultimate disposition such as retention, retirement, disposal, etc. Also, the operations of a records center are dependent upon properly prepared disposition schedules for systematic retirement and disposal of records. Further, competent analysis of disposition schedules enables the discovery of unnecessary records creation and maintenance. The need for a records disposition program is therefore apparent. What has been accomplished thus far has been effective. What has been ineffective is the method used. A new approach is therefore in order i.e. to issue a regulation requiring operating activities to prepare and submit their disposition control schedules respectively to the Management Staff for review and evaluation.

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ANNEX III, TAB K

Records Management Division

Forms Management Branch

1. Forms Management Program

Forms management comprises a number of varying phases such as consolidating forms that perform the same function, voiding non essential forms, integrating forms, procedures and directives, simplifying and standardizing the size and design of forms, using forms prescribed by an authorized government agency or higher headquarters, informing users of available forms, discontinuing wasteful methods of printing and duplicating forms, centralizing, when most practicable, the procurement, storage and distribution of forms, reviewing all forms to determine their adaptability to satisfy functional, organizational and operational needs and advising on unsatisfactory conditions, potential improvements and wider application of forms. Further insight to forms management is revealed in the objective, requirements and status of the Agency's program.

- a. Objective - The objective of the program is to obtain more efficient operations at less cost in the use of forms.
- b. Requirements - Staff responsibilities include (1) the planning and development of program essentials such as policy, procedures, training guides, standards, control system to be used and methods and procedures for procurement, storage and distribution of forms and (2) the pursuit of a continuing study to conserve all possible resources such as manpower, money, time, supplies, space, and equipment as applied to the operational phases of an effective forms' management program.

Line essentials entail (1) the maintenance of reference and control media such as a numerical file, a functional file and a control file of forms (2) the review, analysis and design and identification of forms, (3) simplification, standardization, consolidation and cancellation of forms, (4) integration of forms with procedure, (5) proper application and use of authorized forms available from other sources such as standard forms and the preparation of requisitions and technical specifications for reproduction of forms.

- c. Status of Program - An examination of the procedures and operations of the branch reveals the program status to be as follows:

(1) Reference and Control Media (31 March 1955)

- (a) The functional file contains fifty categories of forms.

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- (b) The numerical file reveals 582 redesignations and new forms from 1 July 1954.
 - (c) The control file accounts for approximately 1586 forms of all categories used by the Agency.
 - (d) Activity for the first quarter of 1955 includes 104 new forms and 98 redesignations.
- (2) Control Procedure - Form No. 2, "Form Record and Index Control" is used as a basic record. This form has two parts, one a visible index card reflecting essential control data and the other a perforated supplement containing data necessary for a published index. The supplemental part is referred to Machine Records Division as basic card punch media.
 - (3) Published Index of Forms - The index is arranged to provide numerical, alphabetical and functional lists of forms. Information reflected for each form includes the form number, date, title, type, stocked or not stocked, related procedure reference, functional code and office of primary interest. Machine records cards facilitate compilation of the index which is then reproduced at the reproduction plant and issued in the form of an Agency notice.
 - (4) Procurement Procedure - Form No. 30, "Request for Approval of Form" is submitted along with a requisition for reproduction, Form No. 36-2 (36-125 for external purposes). A sample copy of the form, i.e. new, revised or reprint is also included.
 - (5) Monthly Report of Forms - A monthly progress report on the activity of forms is submitted. This report serves a dual purpose in that it also provides a control of actions processed for procurement. Seven copies of each form reproduced at the plant are returned to the Forms Management Branch for reference and control purposes. One copy of each new and revised form is deposited in the Vital Materials Repository.
 - (6) Statistical Data - The following table is informative with respect to the progress of the program:

<u>Forms</u>	<u>1953</u>	<u>1954</u>	<u>1955</u>
Reprints	884	481	92
New	369	301	104
Revised	163	447	115
Voided	87	129	17
Copy Production	18,642,845	18,066,673	4,108,585
Active CIA	715	997	1,254

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- (7) Other Accomplishments - Control established on 335 Standard and other government agency forms for Agency supply purposes.

Control established on 1589 forms in all including Agency forms.

Reduced average annual forms usage from 18,698 copies per form in 1953 to 11,878 copies in 1954 despite increase of 53 percent in number of active forms since January 1953.

- (8) Program Needs - There are two apparent needs which should be met to facilitate operating requirements and enable effective administration. They are as follows:

(a) Lack of support personnel to maintain typing and filing on a current basis (See Enclosure 1).

(b) Lack of personnel for final copy preparation. In some cases it has been necessary for the branch chief and his subordinates to do paste up jobs manually to comply with requests from operating activities for new and revised forms.

- (9) Overtime - Observations made by the examiner in the past prompted a question on the extent of overtime put in by the branch chief. He revealed with reluctance that he has contributed approximately 32 hours free time since 1 January 1955 to further the program and approximately 225 hours in the past eighteen months.

2. Program Activity

Two things are significant in the present activity of the program. One is the forced distribution of work and the other is the pending backlog of what should be current work.

- a. Distribution of Work - Due primarily to lack of adequate staffing the work distribution is forced as follows:

- (1) Branch Chief - Planning, administration, research, liaison, analysis, review and design of new and revised complex forms and forms systems and review of regulations, handbooks and manuals.
- (2) Assistant - Analysis, review and design of new and revised complex forms and review and coordination of regulations, handbooks and manuals which prescribe the use of forms and forms systems.
- (3) Analyst - Maintains identification and control of forms, prepares index of forms, compiles statistical data and administrative reports, processes reprints and revisions of forms and assists in the pursuit of research needs.

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- (4) Analyst - Processes reprints and revisions of forms, assists in the review, analysis and design of new and revised forms, assists in the maintenance of functional, numerical and control files.

Note: New and revised forms require complete analysis and coordination.

Reprints entail a check of the control card and folder, calling the office of primary interest and other offices as necessary, determining proper procurement and quantities for stock control and BSO, redesignating and revising as essential and coordinating.

- b. Pending Backlog - The backlog as of 13 April 1955 is disclosed as follows:

<u>(1) Forms</u>	<u>Volume</u>
New	44
Revisions	23
Reprints ^{1/}	76
Overprint	1
 <u>(2) Actions</u>	
Other Agency Forms ^{2/}	3
Employee Suggestions	7
Regulations Review	5
Miscellaneous (Research and Administrative)	<u>40</u>
 TOTAL	 199

This backlog is equivalent to the work production of 1791 manhours or 11.2 work weeks.

3. Program Interest

Pleasant and favorable relations have been maintained with all operating activities, Agency-wide. In this respect, it is significant that the DD/P Area is obtaining increasing value from the forms program while, unfortunately, it still maintains a hands off policy on records maintenance, systems and disposition. An examination of the index reveals approximately 220 Agency forms pertinent to the DD/P Area.

1/ For stock control as of 30 June 1955.

2/ For adaptability.

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4. Personnel Assigned

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[] position slots are allotted to the branch at present. All are filled. An additional employee is assigned on detail. The position slot for this employee should be transferred from the Records Disposition Branch to the Forms Management Branch. The Branch chief advises that the services of at least one additional employee would be very helpful at this time.

5. Conclusion

The program is definitely effective with substantial accomplishments, notwithstanding the existence of an apparent operational burden due to insufficient personnel. Thus, no organizational change should be made and the program should remain as part of the records management structure.

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Records Management Division

Forms Management Branch

**Backlog Summary of Work Requiring
Clerical Support as of 11 April 1955**

Action	Volume	Description of Work	Man Hours
Type and File	25 - 30	Cards (pencil copy) on permanent Kardex records	4
Type and File	300 - 375	Cards (old 3x5 Kardex records many with pencil notes on back) on permanent Kardex records	63
File	75 - 100	Forms (now loose in front of functional file folders) in proper numerical sequence in folders. Break down folders which are too bulky to handle.	40
Pull from Functional File and Destroy	400	Forms, numbered in old series, now redesignated.	8
Mark or Stamp	150	Obsolete forms filed in functional file which have not been replaced	4
Compare and Verify Availability of Forms	1500	Check availability of primary and cross reference functional file copies, also official and reference, numerical file copies with forms listed in the forms indexes and indicate on list by check () all missing forms	50
Procure and File	?	Copies of forms missing from numerical and functional files a. If available, pull extra copies from numerical file to file in functional file b. Submit list of stocked forms to HSO	25

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Action	Volume	Description of Work	Man Hours
		c. Where stocked forms are unobtainable from ESO requisition from warehouse	
		d. Call offices of primary interest for copies of Non Stocked Forms	
Transfer and Consolidate	150	Background material in old folders to new redesignated folders.	25
Check and Arrange	300	New forms' folders (contents) in proper date order, filing all loose material	50
Post	607	Stock numbers on all stocked forms to Kardex cards	20
Check and Post to Kardex Records	90	References to FR's, FN's and FHB's which prescribe forms for field use	3
Establish Reference File	2 - 3 drawers	Non-CIA reference material, catalogues, manuals, pamphlets, regulations, handbooks, circulars, bulletins, sample files, articles, etc. pertaining to forms management, printing and duplicating machines, methods, processes, systems, manufacturing methods and related data. May include extra copies of handouts, posters, pamphlets, etc. of CIA unclassified and non-CIA materials. Prepare folders, guides, index, etc. and integrate when pertinent with Management Staff Reference Library.	100 1/2
TOTAL			392 1/2

1/ 60 hours would be required if an experienced records analyst were assigned to project

2/ Equivalent to 56 man days of 7 hours each

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ANNEX IV

Records Management Division

Proposed Organization

This Annex contains charts reflecting the organizational framework and staffing pattern of the proposed Records Management Staff as follows:

TAB L - Organizational and
Functional Chart

TAB M - Staffing Chart

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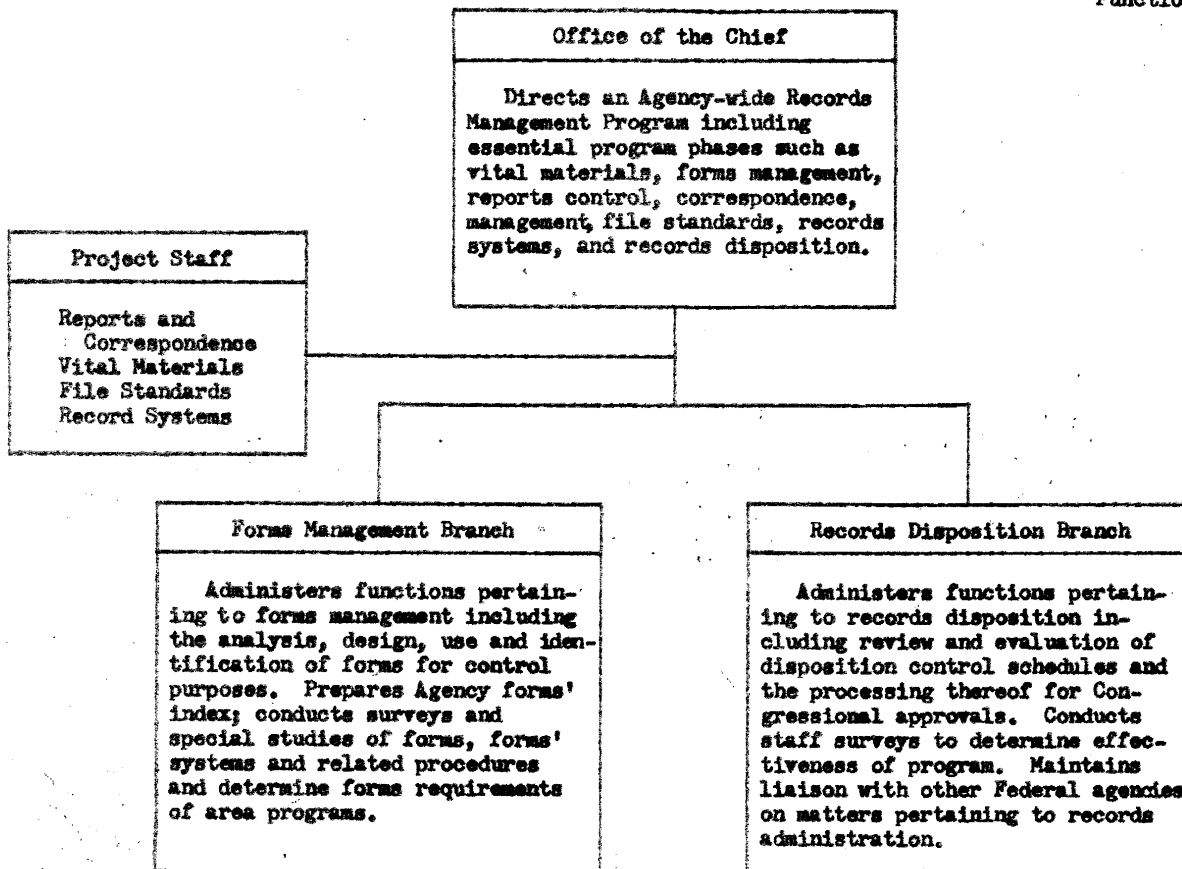
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ANNEX IV, TAB L

Records Management Staff

Organisational and
Functional Chart



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