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CIA ARCHIVES & RECORDS CENTER

5 December 1966

MEMORANDUM FOR: Chief, Support Services Staff
THRU : Chief, Records Administration Staff
SUBJECT : Minimum T/O for the CIA Archives & Records Center

1. In answer to the obvious question from O/PPE - "Why doesn't the CIA A&RC furnish the three employees needed at Suitland from its current T/O, since the volume (25,000 cu. ft.) of records will no longer be [] - the following is furnished:

A. Facts -

(1) The CIA A&RC is now responsible for four major functions:

(a) Operating the Archives for CIA & Predecessors.

(b) Operating the CIA Records Center for inactive records.

(c) Operating the CIA Vital Records Repository.

(d) Providing storage and supplemental distribution for all Finished Intelligence Publications, including maps.

(2) The A&RC, in effect, has not had an increase in T/O since the move [] in April 1955.

(3) The volume of records in the A&RC in April 1955 was 18,816 cu. ft.

(4) The volume of records now in the A&RC is 91,011 cu. ft.

(5) The average production standard for Federal, State, and private industry operated Records Centers is 5,335 actions per man-year. The CIA A&RC production is 10,507 actions per man-year.

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B. Discussion -

(1) All four major functions of the CIA A&RC will remain after the move of approximately 25,000 cu. ft. of Finished Intelligence Publications, maps, and inactive records to the Suitland Records Center. Also, with the exception of the Vital Records program, the number of man-hours required to carry out each function is constantly growing.

(a) The increasing emphasis being shown by all directorates in the Agency to history writing is requiring more man-hours of work in the Archives. Also, in order to prevent duplication and sometimes triplication of records, it has been necessary to pull together in Archival arrangement the program products of the various areas. It is anticipated that as the Agency grows older, the interest in its history and Archival records will become greater rather than smaller. There is an immediate need for three additional persons in the A&RC to work with the one person now assigned to this function.

(b) The need to operate the CIA Records Center for inactive records will continue for as long as it is necessary to protect the sources of intelligence. Experience has shown that the volume of inactive records has grown along with the mission, functions, and expanding programs of the Agency.

(c) The volume of Vital Records has remained approximately the same over the past few years. It is anticipated that this condition will continue.

(d) The volume of Finished Intelligence Publications and maps is now 19,345 cu. ft. Approximately 98% by volume is classified "Secret" or below and will be moved to Suitland. The remaining 2% by volume will remain in the CIA A&RC since it carries a higher classification. Although 98% by volume will be moved, only approximately 80% by publication, for example - NPEC/PR, ORR/EIC, OBI/NIS, OBI/SI, and OCR/BA, etc. will be moved. The 20% by publication that will remain have all categories of special clearance requirements including code-word sensitivity indicators. The procedures for receiving, controlling, servicing and destroying this 20% by publication requires approximately as many man-hours as does the remaining 80%.

(2) In April 1955, at the time of the CIA A&RC's move
 [] the following T/O's were in effect:

Records Center	- 12
Vital Records	- 4
Couriers	- <u>2</u>
TOTAL	- 18

In March 1958, the two couriers were transferred from the Administration Services Division [] to the Records Center T/O. In April 1959, the operation and T/O of the Vital Records program was consolidated with the Records Center program. However, the position of Chief, Services Division [] was vacated and the incumbent transferred back to Headquarters, since it was determined that the Chief, CIA/A&RC could perform both functions. In August 1963 the courier function and corresponding T/O positions were transferred and consolidated with the Headquarters mail and courier functions in the Office of Logistics. This resulted in the current T/O strength of 15 and in effect reduced the overall Agency T/O by one with the consolidation of the two programs.

(3) In April 1955 the breakdown of the 18,816 cu. ft. by category was 10,019 cu. ft. Finished and Raw Intelligence Publications and 8,797 cu. ft. inactive records.

(4) The breakdown of the current volume of 91,011 cu. ft. in the A&RC is as follows: 19,345 cu. ft. Finished Intelligence Publications and maps; 59,128 cu. ft. inactive records; 9,085 cu. ft. Vital Records; and 3,453 cu. ft. Archives. After the approximately 25,000 cu. ft. are moved to Suitland Records Center, the remaining 66,000 cu. ft. will breakdown as follows: 400 cu. ft. Finished Intelligence Publications and maps; 53,000 cu. ft. inactive records. Since it is not planned to move any Vital Records or Archives, those volumes will not change. It should be remembered that the move to Suitland will not begin until May or June 1967 and will take approximately one year to complete. However, at the time the move starts, OL/PSD will begin to deliver all "Secret" and below Finished Intelligence Publications and maps to Suitland. These will have to be processed in, shelved, locator records prepared, and reference service furnished at the same time the 25,000 cu. ft. are being received from the [] A&RC. Also, the volume of inactive, Vital, and Archival records will be growing at the [] A&RC. The average net growth per month this fiscal year has been 564

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cu. ft. inactive records, 79 cu. ft. Vital Records, and 94 cu. ft. Archives. If the net growth continues at the same rate between now and June 1967, the volume on hand will be in excess of 71,000 cu. ft. Also, the processing and control over the 25,000 cu. ft. being moved to Suitland over the time period of one year will further complicate and increase the workload at the [] A&RC.

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(5) Production standards for Records Center operations are based upon the number of "actions" one person can perform in one year. An "action" being any of the following:

- One Cu. Ft. of records received.
- One Cu. Ft. of records destroyed.
- One reference furnished.

The average number of actions for six Records Centers about which we have information is 5,335 with no more than 5% classified records. The CIA A&RC rate is 10,507. It should be noted that 100% of the records in the CIA A&RC are security classified, and many of them require special control procedures over and above the usual classified records because of the requirement to handle them through special channels. In addition to this, the CIA A&RC is responsible for the CIA Vital Records Repository and for establishing and maintaining the CIA and Predecessor Agency Archival Records.

C. Actions taken to Avoid an Increase in T/O - It could appear from the above discussion that the CIA A&RC has been over staffed at times in the past. This is not the case and the following explanation is how the CIA A&RC has been able to accept an ever increasing workload without a corresponding increase in T/O:

(1) When the move [] was made in April 1955 with only 18,816 cu. ft. of records and a T/O of 12, the A&RC was providing supplemental distribution on approximately 400,000 raw information reports with a growth rate of approximately 5,000 per month to be put in order and interfiled. The reference rate amounted to approximately 22,000 pages a month reproduced. This reference rate was steadily growing along with the number of copies on file even though OCR/LY had been in the process of microfilming for the aperture card system since early 1954. Negotiations with OCR/LY personnel in December 1955 to have them take over the workload in reference of the raw information reports resulted in the discontinuance of this program in

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January 1956. As a result, the requirement to receive, put in order, and interfile ended and the requirement to reproduce pages dropped from the 22,000 per month to 2,000 per month and has since ended.

(2) The above gave some relief but the volume of records on hand continued to grow. In 1957 the existing A&RC building was beginning to fill and an addition to increase the capacity to its present size was started. This addition was completed in June 1958. The GRR/Map Library ran out of space to store the reserve stock of Finished Maps in October 1958, and the A&RC agreed to receive and service approximately 3,000 cu. ft. of these. (This has now grown to approximately 6,000 cu. ft., but the majority will be moved to Suitland.) Once again this new program plus the continuing growth in volume caused the workload to increase until an increase in T/O was needed. Instead of increasing the T/O, however, the decision was made to consolidate the A&RC program and the Vital Records program. This was done in April 1959 with a savings of one T/O slot to the Agency. By changing the operating procedures for handling Vital Records, it was possible for one person to receive, store, and provide reference on the Vital Records. This change released two employees to other programs within the A&RC, and the need for an increase in T/O was postponed again.

(3) The next major time saver, as workload increased, was the revision of Form 490, Records Center Service Request in February 1962. The original Form 490 was a three part form. The revised Form 490 is now a six part form designed in such a way that when the requestor completes the form, he also completes the charge-out card, the address label, and the courier receipt for A&RC use. This one revision of a form saved the A&RC approximately 12 man-hours per day. This savings in man-hours made a substantial contribution to the A&RC's ability to absorb over a 400% increase in reference service at the time.

(4) A record is considered inactive when no more than one reference per file drawer per month is made to it. It is on this basis that inactive records are received into the A&RC. In 1960-1961 all Headquarters offices were told to reduce their records holdings prior to the move into the new building. This resulted in one office retiring to the A&RC records that were not truly inactive. In fact, a study over a period of time showed this office had retired over 2,600 cu. ft. of records that had a reference activity in excess of 20 references per file drawer per month. When this high rate of

reference had been proven, the office obtained additional file space and took the 2,600 cu. ft. back in March and April 1963.

(5) The A&RC had been required, since July 1957, by FDD to store the reserve stock of a Joint Publications Research Service (a Federal Government Contract Service) publication. Since these publications are unclassified and are for the use of anyone, it was decided that the Agency's and especially the A&RC's interest could best be served if JPRS would take back and store their publications. After several months negotiations thru Headquarters offices, an agreement was reached that allowed the A&RC to transfer, in April and May 1963, approximately 2000 cu. ft. of these reports. This not only released this space for reuse to store Agency inactive records, but also saved the A&RC approximately 6 man-hours per day to help take care of the ever increasing workload without an increase in T/O.

(6) In March 1958 the decision was made to transfer the A&RC organizationally back to Management Staff control and out from under [redacted] control where it had been since the move to WTC in April 1955. Along with this transfer, the two courier positions and personnel were transferred [redacted] Services Division to the A&RC T/O. This remained in effect until 1 July 1963. At this time the A&RC was transferred organizationally back [redacted] for budget purposes with no change in T/O except for one position that had been dropped in October 1959 through Computer error. The A&RC had recommended, in a survey report of the Agency Courier Service submitted in June 1962, that the two A&RC couriers and slots be transferred to a centralized Headquarters courier service. This was done in August 1963. In addition to the reduction of the A&RC T/O by two positions, this transfer saved the A&RC 56 man days per year by eliminating the need to substitute A&RC personnel to fill-in on the runs during the absence of the regular couriers.

(7) The above data has been furnished to show how the A&RC through its continuing management improvement programs has been able to absorb a 500% increase in volume of records, and a corresponding increase in workload, without any increase in T/O. These management improvement programs are still being carried on. As an example, just two weeks ago, 15 November 1966, a "dumb-waiter" between the first and second floors

was installed. This was the result of a work measurement, time study survey made of the servicing of requests by A&RC personnel. It is anticipated that the installation of this piece of equipment will save the A&RC approximately 30 man-days per year.

(8) Even though all these accomplishments have been realized in the past and the A&RC will continue to carry on management improvement programs, the workload at the A&RC is continuing to grow. In September 1965 the DD/S&F and in September 1966 the DD/I offices, as a result of space and filing equipment shortages, forced the A&RC to accept all the special code word publications and records that had previously been held in the producing offices. The volume of these special records is small at present but is growing daily as they are published. Even though the volume is small, the number of individual publications and records that have to be specially controlled and accounted for is large. The only way the A&RC can meet this added requirement and workload is to transfer to Suitland the 25,000 cu. ft. of "Secret" and below records and the corresponding workload. Even this will not provide relief for more than one or two years if the special code word type record continues to grow in the future as in the recent past, and there is a continued increase of interest in the Agency's history and Archival record.

D. Conclusion -

(1) The A&RC must have, at once, three additional employees to operate the present facility and the one to be occupied in Suitland.

(2) Plans should be included now in the FY 1969 Budget for another increase of two in T/O unless some unforeseen change can be made in the Government and Agency Records Administration Program to reduce the volume of records being created.

Chief, Archives & Records Center