STAFFING REQUIREMENTS: Records Management Unit, Support Information
Management Center (8 Positions)

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1. <u>Senior Records Management Officer for Support Directorate</u>

(DD/S-RMO[   ]

    a. Chief of Support Directorate Records Unit responsible

for development and administration of the DD/S Records Pro-

gram in accordance with[   ]

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    b. Develop plans, policies, and provide overall super-

vision in the implementation of the DD/S Records Program.

    c. Serve as the DD/S representative on the Agency Records

Management Board.

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2. <u>Assistant DD/S Records Management Officer</u>[   ]

    a. Serve as Deputy Chief, Support Directorate Records

Branch, with primary responsibilities for:

        1. Training Program for DD/S records personnel;

        2. Development and publication of regulatory

instructions and Support Notices on the records program;

        3. Staff studies for the Agency Records Management

Board, and;

        4. Periodic evaluation of office records programs.

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3. <u>Microform Systems Analyst</u>[   ]

    a. Specialist in microform systems design.

    b. Review and analyse Directorate hardcopy records systems

for conversion to microform applications.

c. Coordinate with other systems analysts in SIMC (e.g.
a Design & Review Group) in identifying areas susceptible to
automated information processing and data compaction (i.e.
Computer output microform and micrographic information processing.).

d. In coordination with the Agency Microform Program
officer and in conjunction with the using office, coordinate
survey findings and develop microform system requirements.

e. In coordination with the Agency Microform Program Officer
and outside consultants as necessary, convert system requirements
into systems designs. Identify hardware and software specifications
and prepare system for implementation.

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4. <u>Microform Project Officer</u> [   ].

a. The functions and duties of this officer take up where
the microform systems design analysts' end. That is with the
implementation of the microform system, by converting the manual,
hard copy files to microform.

b. This officer will provide the following services to the
office receiving the system:

1. Develop implementation plans to provide for
minimum of disruption during the conversion to microform.

2. Identify resources to be utilized for the conversion
(i.e. will filming be done on site and by whom? contract
personnel? PSD personnel? other?)

3. Serve as project officer for the conversion insuring
that systems specifications are met.

4. Evaluate and "de-bug" system after implementation.

5. Provide training on systems maintenance.

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5. Records Management Officer [ ]

   a. Specialist in Records Creation Control

   b. Assist Component Records Officers with:

      (1) Forms Analysis, design and control.

      (2) Application of improved standards and procedures for handling and preparing correspondence.

      (3) Development of Controls for Copy Machine selection.

      (4) Development of controls of document printing.

   c. Periodically analyze the status of Directorate Forms, Reports, and Copy Machines and report with action recommendations.

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6. Records Management Officer [ ]

   a. Specialist in manual record systems, procedures, and equipment.

   b. Assist Component RMO's with:

      (1) Selection and Procurement of Record Equipment and Supplies.

      (2) Development of filing systems to meet needs.

   c. Review requests for Secure Areas.

   d. Promote use of space-saving file equipment.

   e. Identify, Schedule, and Preserve Emergency Vital Records.

   f. Conduct Record Surveys and evaluate Component records programs.

STAT   7. Records Analyst [   ]

    a. Specialist in Records Disposition.

    b. Assist Component RMO's in preparation and updating of Records Control Schedules.

    c. Develop Directorate Records Retention Plan.

    d. Establish "Offices of Record" and prepare procedures for preservation of permanent records.

    e. Conduct annual inventory of records volume in offices and storage and provide analysis of conditions with proposals.

    f. Serve as liaison for DD/S records problems related to the Agency Archives and History Program.

    g. Assist with the DD/S contributions to the Presidential Libraries.

STAT   8. Secretary [   ]

    a. Secretarial Support for Chief and Deputy.

    b. File maintenance.

STAT   9. Clerk-Typist [   ]

    a. Typing of Reports, Surveys, and Schedules.

    b. Service Telephone Messages.

    c. Maintain File and Mail Flow.

STAFFING REQUIREMENTS: Additional Position for Agency Records
Staff

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1.   Microform Program Officer [   ]

This position is required for purposes of providing staff
guidance, assistance, and coordination of microform system
application on an Agency-wide basis. Incumbent's first priority
would be to develop a handbook on microform standards and
procedures drawing from experience gained in the Agency ~~on~~ as
well ~~as~~ other Federal Agencies and Departments (Air Force,
State, Army) having large and active microform programs.

The incumbent would be knowledgeable of all microform
applications currently in use throughout the Agency and be
well informed on the everchanging technology in microform
industry. He would develop and maintain list of vendor and
consultant firms to be utilized in the event outside help
is required for the design and implementation of the larger
microform systems. He would establish liaison with Microform
Program Offices in other Federal agencies and Departments, to
study their systems and obtain the benefit of major federal
programs in the microform field.

He would formulate plans for development of an in house
capability to deal with Agency microform programs. He will
work closely with Directorate microform personnel in identifying
areas for system applications and assist in the design of new
systems insuring a maximum amount of compatibility (and uniformity)
among microform equipment and standards.

1 1 JUN 1970

ATTACHMENT A: Records Management Unit of the Support Information
                Management Center

                Reference: Memo to DD/S from SSS dtd 26 May 1970.
                             Subj: Management of Records and
                             Information Processing Activities.

1. This attachment sets forth the rationale and provides
detailed justification for the additional manpower resources required
for the Records Management Unit of the Support Information Management
Center (SIMC).

2. The overall problems concerning our records management
and information processing programs have been presented in our Program
Calls each of the past three years and have been presented orally in
briefings by this staff to the DD/S and by the DD/S to the Executive
Committee. Referent memorandum again summarizes and highlights major
problem areas, describes the intricate relationship between records
programs and information processing programs, and in general terms
identifies the assets and organizational concepts needed to deal with
these problems.

3. In our memo to the Executive Director requesting funds to
increase storage capacity of our Records Center, we pointed out that
we hoped to provide long-range solutions to our records storage pro-
blem by paying more attention to the basic program elements of corres-

pondence, reports, and forms management, improved manual and automated
information processing systems, and the carefully managed installation
of new microform applications. However significant reduction of
records storage requirements through these programs will require:
time to define the problems and develop responsive systems; funds for
a new generation of microfilm equipment; a reversal of management's
lack of concern for records problems; and most important of all a
willingness to commit more manpower to the records problems in each
agency component in spite of the current and apparent continuing
overall reduction in Agency personnel.

    4. In discussing manpower resources required to implement an
effective "Agency-wide program" we should make reference to the basic
policy issues reflected in the governing regulation. [   ] is 25X1
ambiguous, it seems to say that the Agency wants it both ways; de-
centralized records programs but "some" centralized control. Authority
to establish, direct, and maintain records programs is delegated to
Deputy Directors but the desire to maintain central control is not
entirely relinquished. The Agency Records Administration Officer
(Records Administration Branch of Support Services Staff, hereafter
referred to as the Agency Records Staff, ARS) is responsible for review
and approval of records control schedules, vital records schedules,
new and revised forms, and requests for equipment and supplies, (including
microform equipment) to the extent necessary to assure compliance with
records administration program requirements. The Agency Records Staff
furnishes staff guidance, assistance, and coordinates Agency programs,

but the is no requirement that their services be used. This traditional "staff" versus "line" conflict will never be resolved by the stroke of a pen, however we should <u>eventually</u> revise [ ] to provide the   25X1

Agency Records Staff with responsibility and authority for a totally integrated Agency-wide records management program including all elements of creation, maintenance, and disposition.

5. Accordingly the major revision of records management policy suggested above will meet strong resistance from the various Directorates and may never be accepted or published as Agency policy, nevertheless it should remain our goal. For now the DD/S <u>can</u> take positive steps forward by increasing the Agency's Records Staff's capability to service and act on the authority they have under current regulations. Clearly the Support Directorate should not seek additional authority and responsibility until we are prepared to assume it. For reasons detailed below the Agency Records Staff as it is now constituted in the Records Administration Branch of the Support Services Staff (with 6 professional records officers and 2 clericals) is incapable of ade-

25X1   serving the DDS Records Requirements and quately, meeting its current Agency-wide responsibilities set forth in

[ ]

6. The paucity of attention and manpower resources devoted to records management program elements at the Office and Component level and as well as at the Directorate level has impelled the Agency Records Staff to divert their energies and meager manpower resources to component level problems rather than to review "on-going" programs from an Agency-wide perspective; to assume leadership in identifying and dealing with

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majo~ ~rd proble~ ~reas, and to develop new concepts for the manage-

ment o· ~e Agency records program. The daily "over the counter"

activities of dealing with routine work in various components does

contribute to the overall Agency program but leaves little time for

the more important responsibilities of the Agency Records Staff in

Developing   *Policies and procedures .*

~~dealing with~~ basic Agency-wide records ~~programs.~~ Of the 44 major

offices and components in the Agency, only 11 ~~of these~~ have qualified

<u>full-time</u> professional records management officers. Only the Plans

Directorate has a full-time Directorate Records Management Staff

(6 officers and 2 clericals) devoted to records management programs

at the Directorate level. The Intelligence Directorate and Directorate

for Science and Technology each have one full-time individual[   ]

in DD/I and[   ]in DDS&T) dealing with their records program on a

Directorate-wide level. The DD/S has only the part-time services of

a[   ](primary duties are in Records Administration Branch/SSS) to

deal with Support Directorate problems.

7. As suggested in paragraph 5 above there are steps that the

Support Directorate can and should take now to alleviate some of these

problems. As the Directorate responsible for Agency-wide records pro-

grams, ~~(through RAB of SSS)~~ the DD/S must assert leadership in strengthening

the records program of the Agency Records Staff as well as the Support

Directorate. We are proposing only a modest increase in personnel

assigned to the Agency Records Staff (two professionals qualified in

automated systems design and microform systems design). This increase

has been previously stated, justified, and approved (by the DD/S) in

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our i   through 75 . ogram Call, however these positions fell victim J'CN 970

to the -71 personnel reductions. Hence the requirement for these

positions is not new but rather a request for restoration of previously

planned increases, which would be accomplished by reprogramming within

the Support Directorate.

8. The primary method we propose for increasing the capability

of the Agency Records Staff to deal with the Agency-wide records manage-

ment problems is not by adding personnel to the Agency Records Staff,

but rather by relieving this unit of their present preoccupation with

records management activities that should be done at the office and

Directorate level. To do this we must first start in the DD/S by

establishing and manning a Directorate Records Management Unit (in the

Support Information Management Center) comparable to the Directorate

Records Staff in the DD/P with its six officers and two clericals; secondly

the DD/S must require the Offices within the Support Directorate to

provide for at least one (and in larger offices two) qualified full-time

Records Management Officers. By any standard of measure the Records

Management and Information Handling functions within the DD/S are at

least as large and as complex as those in the DD/P. To cite but a few

comparative statistics, consider the following:

ITEM		DDS	DDP
(a)	Volume (cubic feet) of Records in Office Files	40,600	38,850
(b)	Volume in Records Center	21,300	23,100
(c)	Number of Forms	1,534	541
(d)	Number of Microform Applications	17	16
(e)	Total Personnel		
(f)	Number of Major Offices, Staff or Operating Divisions		
(g)	Number of Major Offices, Staff, or Operating Divisions with FULL TIME RMO's. *Records management officers*	*23*	9
(h)	Number of RMO's Working Full Time on DIRECTORATE Staff Level	0*	6

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9. In makin this comparison between the DD/P and the DD/S one should not conclude that the DD/P has ~~resolved~~ ~~their~~ their records problems as a result of their rather significant committment of manpower to these programs. The DD/P does however have the most active, well organized and effectively staffed records program of ~~the~~ *THE* four Directorates. They have made considerable progress in establishing Directorate policy in the management of Clandestine Services records, in publishing CSI's on records programs, in upgrading the role and training of *Component* ~~Division~~ Records Management Officers and other records personnel, and in focusing the attention of DD/P Senior management on records problems through the CS Records Committee (Chaired by the DD/P with Area Division Chiefs as members). There remains much more to be done in the DD/P and an important role for the Agency Records Staff to play in exercising its Agency wide functions in relation to the DD/P Records Program. What should be emphasized here is that until the DD/S has its own Directorate level records staff and full time Records Management Officers in the Support Offices at least on a par with the DD/P, the DD/S will not be able to solve its Directorate records problems, let alone exercise the DD/S responsibility for Agency-wide records programs and persuade the DD/I and DD/S&T to commit more manpower resources to the records programs of their Directorates.

10. As indicated in paragraph 8 above, in order to have a viable Records Program in the Support Directorate, the DD/S should require the Support Offices to devote more manpower to records programs at the Office level. Of the seven major DD/S Offices, Communications is the only office that is adequately staffed to manage its records programs (with 4

full-time Records Management Officers and part-time Records Officers. The Offices of Finance, Logistics, and Security are handling their Records problems with "part-time" attention and should each have at least two full-time officers devoted exclusively to OFFICE records programs. Personnel has one full-time Records Management Officer but should have two. The Offices of Medical Service and Training have part-time Records Management Officers and should each have one full-time Records Management Officer. Justification for these manpower needs is available in studies held in the Support Services Staff which detail specific records management program elements and implementation activities, indicating the duties and responsibilities to be accomplished at the component and office level.

11. Tab A to this attachment identifies the eight positions required for the Record Management Unit (Support Directorate Records Staff) of the Support Information Management Center and describes the functional responsibilities of each position. Tab A also describes the two positions requested for the Agency Records Staff. In the event additional justification is required we are prepared to present detailed data which breaks out the records management program into elements and sub-elements showing where these new manpower resources will be utilized. Upon approval of these positions we shall then develop plans for staffing the positions utilizing the most highly qualified individuals both from internal and external recruitment.

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