

RECORDS ADMINISTRATION BRANCH

PROGRAM CALL

Fiscal Years 1973-1977

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RECORDS ADMINISTRATION BRANCH

PART II: PROGRESS, OBJECTIVES, AND PROGRAM PLANS

1. PROGRESS TOWARD CURRENT OBJECTIVES

a. Significant net reduction of files was accomplished in the Agency Records Center and in the offices. This continues the downward trend in record volumes started in 1968 in response to an agency-wide effort to purge records holdings. At the same time by the installation of modern, high density movable shelving, we have increased our storage capacity in the Records Center and the offices. We see little hope for significant additional gains in our Agency-wide purge effort and anticipate a return to the 6,500 cubic feet annual net increase in Records Center deposits unless major progress can be made in the field of microminiaturization and other elements of our Records Management Program concerned with the control of records creation, disposition, and information processing.

b. The Agency Records Management Program is prescribed in HR [REDACTED] Specific progress in each of the elements of the total Records Management Program during calendar year 1970 includes the following:

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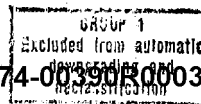
(1) Forms Management

Last year almost twice as many forms were obsoleted and removed compared to the year before (184 versus 95). The creation of new forms was less than this past year. In forms procurement, savings of \$15,000 were realized through staff intervention. Training and briefings continued this year on the special forms requirements being created by computer and Optical Character Recognition (OCR) devices.

(2) Correspondence Improvement and Standards Program

Continuing the President's campaign to improve, protect, and expedite mail preparation, we have in the last two months furnished to 89 records and administrative officers representing all major components of the Agency, briefings, movies, slides, and literature. Subsequently, those officers arranged with the Agency Records Staff for correspondence preparation sessions in three components for 26 administrative employees.

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(3) Reports Management Program

While we do not have anyone assigned full time to reports and would not normally have the time to review reports management we took a complete inventory of reports within the DDS this year. The Records Administration Branch also assisted O/PPB in assembling the reports data on the other Directorates. This was only a first step and it was taken by direction of the Office of Management and Budget's Circular A-44 dated June 1970, Subject, "Government-wide Study to Improve Federal Reporting and Reduce Related Paperwork." The President's strong views on this subject were included as an attachment.

A survey of Agency reports found there was some 1800 and their cost was approximately \$4,000,000 yearly.

The OMB circular directed all Government departments and agencies to have a formal continuing Reports Management Program. Since the DDS components are the major producers of administration/management reports we are asking for one position in FY 1973 to work exclusively on DDS reports management and control (see below).

(4) Records Keeping Systems, Equipment, and Supplies

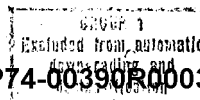
During the past year 176 requests for equipment were handled at a savings of \$57,000. The most significant contribution in the records systems area was the project to install movable high-density records shelving in one-half of the Agency Records Center to avoid new construction. The shelving contract is to be let in February for completion during 1971. A small warehouse building near the Agency Records Center has been converted to a records storage facility (at a cost of \$100,000) and will be ready to receive our supplemental distribution material (temporarily stored in the National Records Center at [REDACTED] before the July 1971 GSA deadline for its transfer.

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(5) Records Scheduling and Disposition Program

Last year some 300 changes were made in the Control Schedules for Agency records as compared with 200 the previous year. The net result is fewer records being retained

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as records retention schedules are revised and storage time shortened. Total records disposals have continued to increase and exceed new accessions.

(6) Vital Records Program

The volume of Vital Records holdings was reduced some 4,000 cubic feet by transferring 2,700 feet of NPIC film to Archives, 1,000 feet by consolidation of map negatives, and 500 feet of tab cards converted to magnetic tape. During 1970 six Agency components revised their Vital Records deposit schedules (DDP/RID, DDP/TSD, Cable Secretariat, Personnel, Training and Finance).

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(7) Agency Records and Archives Program

The Agency Records Center operation continues its impressive average rate of some 470 reference service actions per workday. The manager of the Agency Records Center has since 1963 had his staff select items which they feel are particularly valuable from the inactive Agency office files stored at [REDACTED] and set them aside in a separate collection for initial review and possible inclusion in the Agency Archives. Their work in this area has been on a part-time basis and their efforts to preserve these valuable documents commendable. The volume of these "Archives" identified to date is some 16,500 cubic feet. However, this material has not been screened by professional archivists. When and if this is done we could expect a considerable reduction in these holdings. Nevertheless, Agency historians and researchers last year required 6,000 references actions to this collection. This represents a three-fold increase over the preceding year. The need to officially establish an Archives function, staff, and facility has been submitted to the ExDir and he has agreed in principle to the establishment of an Agency Archives function. In this connection, rather than treating as an ad hoc project the White House requests for Agency material for the Presidential Libraries, it is proposed that the new Archives Staff eventually be assigned responsibility for coordinating Directorate activities on the Presidential Library Program. The Archives-related staffing and funding from FY 1973 through 1977 are included in this Program Call below.



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c. In addition to the above specific program elements the CIA Records Administration Officer's responsibilities include his duties as Chairman of the CIA Records Management Board and as the Agency liaison channel with National Archives and Records Service, GSA, on Agency records matters. The Agency records liaison function is singularly important as the acknowledged point of Agency contact and cut out for problems involving records disposition, microfilm developments, Federal records requirements, Presidential Libraries, OSS inquiries, CS utilization of the National Archives, and forms of other government agencies.

2. OBJECTIVES FOR FY 1973 THROUGH 77

Our objectives for FY 1973 through 1977 are the continued operation and administration of the Agency Records Center, Records Management Board, and the Records Administration Program to improve the efficiency and economy of Agency information systems--but, in this next planning period emphasis of the Agency Records Staff will be in four new, major areas with Agency-wide implications:

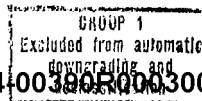
- (1) To establish a DDS Records Management Staff for the Support Directorate.
- (2) To establish an Agency Archives function, staff, and facility which will also coordinate Directorate participation in the Presidential Libraries Program.
- (3) To establish a position for a microform expert on the Agency Records Staff and encourage a systematic expansion in the use of microform throughout the Agency.
- (4) To develop, in the modern records technology, young Records Officers to replace retirees during this Program Call period.

3. REQUIREMENTS AND AUTHORITIES

The Agency Records Program as prescribed in HR [REDACTED] is required by the Federal Records Act of 1950. The CIA General Counsel has advised that the Federal Records Act and the General Services Administration implementing directives are applicable to the Agency to the extent they do not conflict with the protection of Agency sources and methods.

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4. PROGRAM PLANS

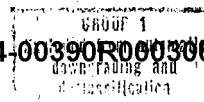
AGENCY MICROFORM SYSTEMS

a. METHOD OF APPROACH

The new technology of microform systems is evolving somewhat akin to Agency experience with computers. The early filming innovations and experiments resulted in a variety of independent applications, equipment, and procedures. A January 1970 inventory found the Agency had 660 pieces of microform equipment valued at seven million dollars with 48 people directly engaged in microform operations. Overall the 24 reporting components had 58 active microfilm applications which, according to the type used, could be grouped into nine microform systems. The Agency Records Staff has reviewed systems proposals and equipment requests. In addition it has provided Agency officials with training, literature, and guidance on microform systems. At the same time to better understand microform applications we surveyed areas within the DDS where microform applications appeared both feasible and profitable. We selected some areas and on a time available basis we are running several pilot microform programs. In earlier years this cursory review was adequate for the limited use the Agency made of microfilming for Vital Records. Larger projects in DDP/RID, DDI/CRS, and NPIC developed their own in house, full-time expertise. The recent, rapid increase in applications and in variety of equipment, requires the Agency to have available a full-time expert in microform systems, equipment, and computer relationships. Although each Directorate is adamant about freedom of action they are not reluctant to coordinate or seek advice and assistance. The Agency Records Staff must be prepared to furnish this service and thereby influence and control microform developments and compatibility within the Agency.

To do so we need a position for an Agency Microform Programs Officer. As a member of the Agency Records Staff the duties and responsibilities assigned this position would include: review and recommend approval or disapproval of requisitions for microform equipment such as cameras, readers, reader-printers, and processors; review and coordinate with concerned and related components proposals for microform systems; provide microform advice, guidance, and assistance to the Records Board, Staff, and Components; coordinate on proposed COM (Computer Output Microform) systems

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with the concerned and related records and data processing analysts; develop statistics and information on Agency trends in microform use; assist the CIA Records Officer in the improvement and use of microform systems throughout the Agency; coordinate with other government agencies on microform matters - developments, applications, problems, etc.; and act as the focal point with outside firms including consultants on microform applications and effectiveness.

b. ALTERNATIVES CONSIDERED

The Records Management Board and the Agency Records Staff reviewed proposals for centralized and decentralized control of microfilming and found the Directorates will not accept a central authority for microfilming. They will utilize a central film processing service and all the available talent, training, and literature. They will abide by regulations and coordinate proposed applications and procurement processing. This is the area the Agency Microform Program Officer will function in.

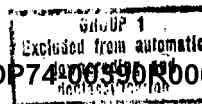
c. RISKS AND UNCERTAINTIES

The status of Agency microfilming has grown to seven million dollars in equipment. The immediate future will increase that many times because today's microform equipment is more sophisticated, more expensive, and many more components of the Agency are interested in this technology. Although Directorate autonomy resists a central control there is a serious need and significant advantage for the Agency Records Staff to act as the central point and provide an expert in microforms to identify preferred standards, equipment, rules, and coordination with on-going systems. The greater risk and costs will lie in not providing such service.

d. COORDINATION, JOINT PLANNING

For the past two years microfilming developments have been under a continuing review by the Records Management Board with its representatives from the Agency Records Staff and each Directorate. Coordination is extensive but strong central guidance is not possible. Some assistance and direction is provided from the limited facilities of the Agency Records Staff. The eagerness with which this is sought by components considering new microfilm projects clearly indicates the acceptance and need for strengthening our capability to provide expert consultative services in the microform area.

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e. RESOURCES REQUIRED

As indicated in the Part I, Summary of Funds and Positions, the Agency Records Administration Branch, Support Services Staff, DDS, should be increased from FY 1973 forward by one position, GS-13/14, Agency Microform Program Officer. We should provide funds in amount of \$15,000 per annum (for each year of this Program Call) for procurement of outside microform consultative services for special systems review.

DDS RECORDS MANAGEMENT STAFF

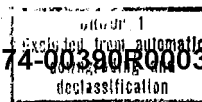
a. METHOD OF APPROACH

The Agency Records Staff consists of seven officers and two clericals in RAB. The DDP, DDI and DDS&T Directorates have Senior Records Officers. There is no senior records officers in the DCI area. The DDP has a Grade 16 Senior Records Officer with a Records Management Staff of eight positions to implement the CS Records Program set forth in [REDACTED]. The DDI, DDS&T, and DDS do not have Directorate level Records Staffs to manage records programs in their Directorates. At present the DDS, DDI, DDS&T and DCI utilize the limited facilities of the Agency Records Staff on problems that should be resolved at the Directorate and component levels. Consequently, both the broad, overall requirements of the Agency Records Program and the specific supervision of the components receive divided and partial attention. The establishment of a DDS Records Management Staff of eight positions will be a long step toward freeing the Agency Staff for the broader long-range planning, developing, and program improvements. The DDS is in an awkward position to urge the establishment of Directorate level records staffs in the DDI and DDS&T unless we first provide for a Directorate Records Management Staff in the DDS.

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There are several records problems on which the DDS Records Staff can focus its attention. The immediate area of Directorate concern and most rapid return on investment will be in the fields of microform systems and reports management. The Support Directorate has the largest collection of records without major micro-

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form applications. Likewise the DDS components are the major producer of administrative/management reports in the Agency. The estimated annual cost for recurring reports in the DDS is \$1,600,000 of the Agency-estimated reporting cost of \$4,000,000. Presidential interest is clearly evident in his directing OMB to obtain annual reports of progress detailing the dollar and man hours savings in the area of reporting management. The two new positions requested in FY 1973 for the DDS Records Management Staff would focus primarily on the program areas of microform and reports management. Subsequent additions to this staff in FY 1974 through FY 1977 would work on other records programs elements.

b. ALTERNATIVES CONSIDERED

The need for records management staff functions at the Directorate level has always existed, but never been accommodated within the DDS. The limited resources of the Agency Records Staff are now being diverted in an attempt to handle day to day operational problems of the components at the expense of Agency programs. We can continue to do this as we have in the past; however, as we look into the future we do not see this as an acceptable alternative. The Agency Records Staff is supposed to be working on broader long-range planning, developing, and program improvements. Today that means studying OCR, microform, and other new concepts in information processing. To permit the Agency Records Staff to do its job, we see no alternative other than increasing the staff or decreasing the workload. By creating a DDS Records Management Staff to focus on DDS records problems we will be decreasing the workload of the Agency Records Staff, emphasizing that the Agency Records Staff is and should work on Agency matters, and setting an example for the other Directorates of how to improve both the Agency and Directorate programs.

c. RISKS AND UNCERTAINTIES

The new technology of management, specialized information storage and retrieval systems, will demand more precise attention and expertise. There will always be enormous segments of information processing that will be manually handled, either in its

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entirety or before and after computer and microfilm processing. It would be false economy to neglect the establishing of a DDS Records Management Staff to supervise office procedures and standards for reports, microforms or other paperwork and information systems. Uncontrolled reports and microform systems left to evolve will inevitably expand, cost more, require more space, and use more people.

d. COORDINATION, JOINT PLANNING

None required.

e. RESOURCES REQUIRED

The DDS Records Management Staff of the Support Services Staff, DDS would be initiated in FY 1973 with these two positions:

Microforms System Analyst
Reports Management Officer

In FY 1974 three new positions would be added to the DDS Records Management Staff:

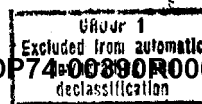
Senior Records Management Officer
Microforms Project Officer
Secretarial/Clerical Support

In FY 1975 three new positions will be added to the DDS Records Management Staff:

Records Management Officer (Forms)
Records Analyst (Disposition Specialist)
Secretarial/Clerical Support

As we expand the use of microform in the Support Directorate through Computer Output Microform applications as well as conversion of regular hard copy file systems, there will be a need for microform hardware (i.e. cameras, readers, and reader-printers). The Support Services Staff should exercise control over the design of new systems applications, the timing of their implementations, and the procurement of microform hardware. In order to control the expanded use of Computer Output Microform in the DDS, the Support Services Staff will program and budget for microform display devices required to handle Computer Output Microform appli-

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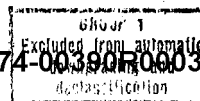
cations in the various Support offices; however Support Directorate offices are expected to program and budget for microform hardware not directly related to Computer Output Microform. We are advising OCS of a requirement for a Stromberg Carlson SP 4440 COM recorder to be operational in the fall of 1972. This item is classified as computer hardware and our request for its procurement will be processed through the normal OCS and IPB channels. Fund requirements for procurement of COM microform display devices during the years covered by this Program Call are as follows: FY 73 - \$35,000; FY 74 - \$30,000; FY 75 - \$25,000; FY 76 - \$20,000; and FY 77 - \$15,000. This hardware will be located in the Data Management Centers and in the functional offices of the Support Directorate.

AGENCY ARCHIVES**a. METHOD OF APPROACH**

The Records Center has, as time permitted, reviewed and transferred a total of 16,000 feet of permanent Agency records into a separate "Archives" collection. This should be recognized for what it is -- an informal effort done on a time available basis to segregate items for possible inclusion in our future Archives. Among the 60,000 feet of semi-active office records also stored in the Records Center we estimate there are some 20,000 feet of Archival documents. When these are identified and transferred to Archives and then screened, it is believed about half can be destroyed as duplication. These transfers and screenings are not being done for want of manpower familiar with the activities and organization of each Directorate as well as of the policies and archival standards pursued by the National Archives.

Since the law requires an archives and the Executive Director agreed in principle on an Archives as an appropriate Support function we are proposing the establishment of an Archives Staff.

Professional archival work involves these broad functions:
(1) Appraisal and disposition; (2) Arrangement and description;
(3) Preservation and rehabilitation; (4) Documentary publication, historical edition, and exhibit of archival materials; and
(5) Reference services.

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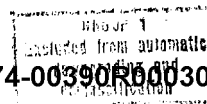
While it is essential that representatives from each of the Directorates work closely with the Archives Staff, we are not certain at this time whether or not we have the necessary in-house archival talent in each of the Directorates. On the assumption that we do not have a fully qualified archivist thoroughly aware of the policies and archival standards used by the National Archives, we recommend hiring a fully qualified archivist as Chief of the Archives Staff. From the Directorates we would expect to get people intimately familiar with the activities and organization of their respective Directorate. To round out our plan we would propose obtaining an inter-agency detailee from the National Archives in FY 1973. Since this is a reimbursable cost we would provide the funds.

Since it is long established Agency policy not to store our records in Federal Archives Center, we must set up our own Archives and apply the policies and archival standards used by the National Archives. Thus we can have an Agency Archives for Records of continuing value and legal or historical importance.

In 1968 and 1964 the Johnson and Kennedy Presidential Libraries required crash projects in the Agency under Senior Officials (Messrs. H. Cunningham and L. Houston) to select Agency documents for those Libraries. The very sensitive documents are being held in our "Archives" collection. The top-level disruption to meet the predictable requirements of Presidential Libraries could be diminished when an Archives Staff has been established if they are assigned responsibility to coordinate Agency action on Presidential Library Programs.

The use of the Records Center is a temporary expedient but the valuable Archives are in jeopardy as space becomes scarce. The immediate requirements for storage of semi-active operational records tends to overshadow the less commanding but vitally important requirement to store the Archives. Frequently, irreplaceable Archives are destroyed by component officers to make room for temporary operational documents. Long-range plans must be made to provide a separate Archives storage facility. The Office of Logistics has been formally advised of this requirement and requested to incorporate an Archives facility into their long-range building plans.

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b. ALTERNATIVES CONSIDERED

Organizationally we recommended in 1971 that the proposed archives be attached to the Historical Staff. The ExDir feels that the Archives is more appropriately a Support function.

In deciding where to store the archives we were guided by an earlier decision on the part of the Director to remove some old OSS records from the National Archives and store them at the [REDACTED] Records Center. While we may someday wish to segregate a small portion of our total archival records and store them at the National Archives, we do not plan to do so during this Program Call. Storage at the [REDACTED] Records Center we also regard as a temporary expedient and thus we have formally requested a permanent Archives facility.

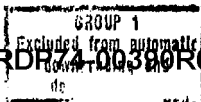
With regard to staffing the Archives program, we considered assigning archives duties to people already on board in the Directorates as an additional duty on a part-time basis, thereby precluding a requirement for new positions. This would mean using people who while they may be well intentioned would not be qualified to do the job. Thus we rejected this alternative. While we are flexible on the makeup of the Archives Staff we want to make certain that we have full-time personnel devoted exclusively to this effort. From the inception of the program until they validate our system and procedures, we need fully qualified professional Archivists. We stated earlier that the Chief of the Archives Staff will probably have to be recruited from National Archives. In addition we feel that we will need at least one detailee from National Archives for a year or more to constantly check our procedures. Essential of course to the success of any program are knowledgeable people in the Directorates and the strong support of the Deputy Directors.

c. RISKS AND UNCERTAINTIES

If we fail to set up an Archives we run the grave risk that at some future date we can be accused not only of violating the law but of deliberately destroying records on our operations which showed us in an unfavorable light.

Imagine the censure the Agency would face were a Congressional Committee investigating the Agency advised that we could not produce all the records covering a given operation because we do not have an Archives. We could offer no excuse.

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d. COORDINATION, JOINT PLANNING

The Senior Officials of the Agency that conducted the projects for the Johnson and Kennedy Presidential Libraries, the Agency Historical Staff, the component Historians, and the Records Management Board are all using and supporting the "Archives" collection. The Regulation being drafted to establish the Archives Program will be coordinated upon approval of this Program Call. The CIA Archives concept was submitted in March 1970 through the DDS to the ExDir and in April 1970, he approved the concept in principle and stated his preference for its establishment in the Support Directorate.

e. RESOURCES REQUIRED

We are asking for 6 positions for FY 1973 and 4 positions for FY 1974. For the FY 1973 positions we would probably have to hire as our Chief Archivist an expert from the National Archives. In addition we would want to assign an archivist from the DDI, DDP, and DDS plus two clericals. In FY 1974 we would want an archivist from the DCI and DDS&T and two more clericals. Basic office space is available at the Records Center; however, some office space in the Headquarters area will undoubtedly be required. Depending on how the Archives Staff organizes and operates, their requirement for office space may be only for the Chief and a clerical initially while the Directorate Archivists remain physically located within their Directorates. We could furnish office space for the Chief and a clerical from SSS resources.

Finally we see a need to provide funds for a reimbursable detailee from the National Archives to assist in the initial stages of setting up an archives. We estimated the cost at \$15,000 a year and would probably need the detailee for the program years FY 73 and FY 74.

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CENTRAL INTELLIGENCE AGENCY
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*3/30/71
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Remarks:

Attached is Records Administration Branch's section of the final version of the Support Services Staff Program Call we sent forward on 19 March 1971.

Also attached is my overall summary section of Support Services Staff which may be of some interest to you.



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