

AMS PAPERWORK MANAGEMENT AWARD

NOMINATION OF MR. [REDACTED]

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CENTRAL INTELLIGENCE AGENCY

BIOGRAPHICAL DATA

Title : Chief, Records Administration Staff

Organization : Central Intelligence Agency
Washington, D. C. 20505

Grade : GS-15 **Birth** : August, 1935, Bryantown, Md.

Education : John Hopkins University - September 1925 to June 1926;
University of Maryland - B.S. - June 1929. Various
courses in Paperwork Management at American Uni-
versity and Government-sponsored training facilities,
including Institute on Records Management, Symposium
on Office Information Retrieval, Source Data Automa-
tion, and the Federal Records Management Officers
Course

**Federal
Service** : 32 Years

SERVICE RECORD

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[REDACTED] entered Government service in May 1934 as a supervisor of a Tabulating Machine Unit in the Department of Agriculture. He served as a procedural consultant with the Social Security Board, an administrative analyst with the Federal Works Agency, and a Management analyst with the Civil Service Commission before transferring to the Central Intelligence Agency in May 1951 as Chief of the General Services Division. In this position he was responsible for paperwork management programs affecting printing and reproduction activities, records management, standardization of filing equipment and supplies, and mail and filing operations. In February 1953 he was appointed as the Agency's top Records Management Officer to vitalize its records program through a system of decentralized administration, in which he remained responsible for top-level policy guidance, coordination, and staff assistance. He has continued since 1953 to direct the Agency's records program as Chief of its Records Administration Staff, supervising specialists in the administration of records material, including vital records, reports, forms, correspondence, and filing systems and equipment.

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ACCOMPLISHMENT

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[REDACTED] has served as the Central Intelligence Agency's Records Administration Officer since 1953 and has had a key role in developing highly effective records and paperwork management programs of which the Agency is justly proud. In addition to his important achievements in improving the world-wide records keeping system of CIA, he has initiated, coordinated, and furnished the technical leadership in the establishment of uniform standards and procedures for the retention and disposal of intelligence materials in other elements of the intelligence community of the United States. He is particularly noted for the development of a Vital Materials Program which has been a model for other Federal agencies.

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[REDACTED] has developed an effective decentralized records system in CIA with programs to meet each major component's particular requirements and special procedures to cope with security considerations inherent in every phase of records and paperwork maintenance and control in this Agency. CIA now has one of the most sophisticated records and paperwork management systems in the Federal Government. [REDACTED] was the driving force in focusing attention on this critical area of management, and because of his professional competence and experience he has gained the support of top management and the cooperation and participation of officials at all levels in the Agency. He is an effective promoter and has inspired officials in CIA and others in the Federal Government to professional paperwork management achievements by his surveys, studies on special projects, training films, briefings, and his Vital Records Workshops.

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To evaluate [REDACTED] accomplishments, consideration must be given not only to the magnitude of CIA records but also to the complexities involved in handling sensitive intelligence records and to the unusual paperwork services required in the production of intelligence and in the distribution of vital documents to the consumers. The diversity of CIA records (photographs, films, recordings, and maps, in addition to the large flow of documents into the Agency from all over the globe) is compounded by the myriad of special security indicators and the necessity for strict compartmentation on a need-to-know basis to produce unique problems. These problems have presented challenges which [REDACTED] has met with great success. This he has accomplished by applying good paperwork management principles and by using administrative imagination to cope with unusual problems in paperwork management.

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SCOPE OF ACCOMPLISHMENT

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The CIA Records Administration Program, directed by [REDACTED] is comprehensive in scope. It covers all areas in the management of CIA directives, reports, forms, communications, files, and records from date of creation to final storage or destruction. It encompasses staff management of records and paperwork in CIA intelligence collection activities in all parts of the world and the control, storage, and disposition of intelligence documents prepared for the President and policy-making bodies in the United States.

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The importance and impact of [REDACTED]'s accomplishments are attested by the many commendations that he has received from officials in our Agency and the fact that other Government agencies have emulated successful management techniques and procedures used in CIA records management. He was commended by the Honorable McGeorge Bundy, Special Assistant to the President for National Security Affairs, for his able and efficient direction of the Records Management services rendered to the National Security Council. The Assistant Archivist of the United States requested [REDACTED] to present his Vital Materials Program to all Government departments and agencies through a number of Vital Records Workshops. In addition, other agencies with unusually difficult security problems have drawn on his experience to improve their paperwork management systems and the operations of their Records Centers.

RESULTS

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[REDACTED] contributions to effective records and paperwork management within CIA and other agencies have had enormous tangible and intangible benefits. As a result of his leadership in promoting the development of flexible and realistic records management standards and programs, the Agency has been able to cope successfully with a tremendous increase in volume of communications, documents, films, and photographs resulting from the accelerated tempo of cold and hot war activities. In addition, he has initiated aggressive programs to meet the new paperwork management requirements of expanding electronic data processing operations. Through the ready availability of records and the streamlining of methods and procedures, emergency requests in support of current operations are handled expeditiously by the Agency Records Center.

By the development of a model Vital Materials Program guaranteeing the current selection, protection, and availability of essential records, the successful continuation of intelligence support to the President is assured in time of enemy attack or natural disaster.

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In addition to the important savings to CIA in man-hours, equipment, supplies, and space that have resulted from [REDACTED] efforts, significant savings have also been achieved throughout the intelligence community through his program to eliminate records in all agencies where they duplicate those of the originating agency.

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It is the consensus of officials in CIA that [REDACTED] achievements in the improvement of paperwork management have contributed to the success of this Agency's mission and have furthered the objectives of the President's War on Waste in the Federal Government.