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26 OCT 1971

MEMORANDUM FOR: Chief, Records Administration Branch

SUBJECT   : Possible RAB Projects

REFERENCE   : Your memorandum to DC/SSS dated 30 August 1971

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        1. [   ] and I have given your referenced memorandum a great deal of thought as obviously you have identified objectives which have wide-ranging implications for the CIA records management program, as well as for your Branch. I would like to have you treat separately the formalization of controls for limiting directorate Records Center deposits. Please provide me by 27 October 1971 with a written response to the questions contained in paragraph I(A) "RAB Actions" (first page of attachment). Be prepared to initiate preparation of the associated policy paper (paragraph I(B)) immediately following our discussion of your response -- this is indeed a first priority.

        2. In the attachment, I have provided comments and questions to which you should respond in writing, before proceeding with the projects. I would like to have your response also treat the following general questions:

    a. Identify any changes in priorities you feel are appropriate.

    b. Firm up which RAB personnel will work on each project:

      (1) Developing a project plan

      (2) Implementing

      (3) Monitoring after implementation

    c. When will work begin on each project plan?

    d. How long will it take to:

      (1) Develop each project plan (bearing in mind competition for time from on-going work and other proposed RAB projects)?

      (2) Implement and complete each project?

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GROUP 1
downgrading and
declassification
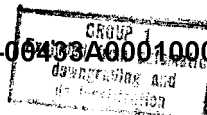
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3. By no means should you consider our treatment of your project proposals as all-encompassing. Feel free to add brief observations where clarity will be served in responding to the intent as well as the substance of the attached. Although I want to see your response in writing, please see me [   ] if you wish to discuss all or any part of this. After I receive your written answer, we should jointly establish specific time frames for development of project plans (or initiation of projects) for those undertakings which I approve.

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4. I would like to have your response to this memorandum (except paragraph 1) and attachments no later than 19 November 1971.

/s/ [   ]

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Chief, Support Services Staff

Attachment

DDS/SSS/LRF:pea (21 October 1971)

Distribution:
  O & 1 - C/RAB
      1 - [   ]
      1 -
      1 - SSS/Subject
      1 - SSS/Chrono

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RAB PROJECTS

First Priority Group

I. Formalize controls for limiting directorate net annual volumes retired to the Records Center.

(A) RAB Actions -

1. What statistics will we provide for RMO's? How often - monthly - quarterly - etc.? Will they be accepted by the directorates?

2. At what point do we "blow-the-whistle" when it appears they are exceeding annual net growth? (after 6 months?)

a. Will we be prepared to offer specific "guidance" on directorate records collections - e.g.:

(1) Recommend reduction in retention periods?

(2) Urge microfilming (e.g., DCS - contact and case files).

b. Will the guidance be formalized by memo to senior RMO's?

3. At what point do we advise directorate managers that they have problems - i.e., take it out of RM channels?

a. Who advises who - Mr. Coffey to directorates, or at another level? [   ]to Exec. Officer?)   STATINTL

(B) Prepare policy paper from C/SSS to Senior RMO's defining our policy on (but not limited to):

1. Records Center reduction effected by directorates from their 1 July 1971 base. If there is a net reduction any one year, who gets credit? Assume the directorate concerned and that they can use this gain to increase their succeeding year allowance.

2. Conversely what limits shall be placed on directorate "overdrafts" if they exceed their 1000 cu. ft. annual net increase? For instance, if DDP is charged with 2,500 cu. ft. of OF records -- how long will we let them carry the "overdraft" this will create?

3. Transfers to Archives to reduce directorate balances at [   ] How will this be done? What approval required? Who makes "determination"? Are the records truly archival? How do we staff this - if detailed analysis is required?

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RAB PROJECTS

Первый Priority Group

First Priority Group

II. Analysis of forms functions, consolidating similar forms, and

evaluation bulk procurement.

(A) Analysis and consolidation:

Of what does analysis consist? Review of form file? Desk

audit? Comparison of forms? How start? How much time to

complete? Begin when? How many man-hours per week? Role

of components? Records Officers? Who develops consolida-

ted new forms -- RAB or components? Should we have a forms

management seminar to kick off? How many forms are subject

to analysis? When do we next screen forms, query components

as to their continued utility?

(B) Bulk procurement of forms: Does this just mean making

larger unit purchases? How does appropriate level get

established -- past usage? What about unplanned obso-

lescence? Are possible savings going to outweigh losses

from obsoleted forms? Who will store bulk? Where? What

about the other side of the coin -- microprinting, where

only small quantities required? Possible savings? Speed

of response to requests? Break-even point on numbers of

forms? Cost of specialized equipment, if needed? PSD

capability and willingness to handle?

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(C) Training of component RMO's in forms management programs:

assume we can get management backing to insist that selected

components who are the largest users of forms have one or

two people designated and trained in forms analysis and

design. Specifically the two-week forms management course

at NARS. Which components are involved? Assume every

office in DDS, but what about other directorates? Come up

with proposal on how we manage a training program to

identify, select and insist that right personnel from

the right components get needed training.

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RAB PROJECTS

First Priority Group

III. Accelerate directorate completion of retention plans to identify
      their records of permanent value and offices of record. Develop
      glossary - undisputed definition of terms. Develop precise state-
      ment as to progress in _each_ directorate, plus DCI area. Who is
      working latter -- [   ] Progress statement should give brief
      history, directorate protagonists and antagonists, steps required
      to resolve issues, timetables, RAB role, management level assis-
      tance required, purposes to be served, beneficiaries, prognosis
      of success in each directorate. How are directorates approaching
      identification of offices of record? Who makes final decisions,
      or are there any? Special problems DD/P may have, if any? Who
      will update retention plans? How frequently? Periodically? Who
      approves retention plans? Coordination/concur level? Who, at
      the working level, will actually use retention plan? Who will
      have copies?

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RAB PROJECTS

First Priority Group

IV. Complete the computerized central data base of all Agency records
(past ten years) and present related records equiment. While you
have this as one of your number one priorities, I am not sure it
should be so in light of your estimate of approximately one man
year (2 persons 1/2 year) required to format the input and intro-
duce it into the computer. I have difficulty reconciling the
benefits you described (4 October) with costs inherent in losing
the services of two people [   ] from your Branch
for 6 months or so. Nor do I see SIPS loaning us a qualified
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individual to work on this problem, especially since they are
aiming to begin SIPS operations in May 1972, and a real crunch
will exist in terms of SIPS need for skilled manpower. Nonetheless,
with the strength of your convictions, I believe you should draw
up a staff paper on this subject, iterating: background, ingredients,
personnel involved, time required, where accomplish, outside skills
needed, politics - if any, beneficiaries of product, identify
product -- with specific examples, frequency of update, machine
time, frequency of output, relationship of output to Records Center
deposit restrictions on directorates. Attach copies of any previous
staff work completed regarding this subject.

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RAB PROJECTS

Second Priority Group

I. Develop improved communications with RMO's and support officers
relative to records program opportunities and requirements by
greater use of meetings, inspections of component programs, reports
and publications.

This is listed as a number two priority but I think it might

better be classified as a number one priority. I would think that

a first move should be a careful analysis of what our communica-

tions objectives are with (a) RMO's and (b) support officers.

This analysis should be extended to separately examine all the

various means by which communications practicably can be improved,

how they can be employed, frequency, personalities and politics

involved, etc.

I suggest that a bit of soul searching would be profitable

here, before diffusing our engeries on spasmic, illy-coordinated

attacks upon isolated elements of the communications problem.

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RAB PROJECTS

Second Priority Group

II. Develop for OTR a course on the principles and practices of records management and also resume on active role in records training for RMO's and administrative officers through the use of records consultants and NARS experts for in-house workshops and seminars in:

        Forms Analysis and Design

        RMO Duties and Responsibilities

        Records Program Orientation for Office Heads

        Correspondence and Mail Improvement

        Vital Records Policy in Government and Agency

        Records Inventories and Schedules

        File Operations

        Records Equipment and Supply Standards and Procedures

My initial reaction is, by all means yes! Upon further reflection, however, I find myself challenging the validity of presenting the listed courses when they appear to be of a variety similar to those NARS and/or the Department of Agriculture present. I ask then, should we present these in-house because our CIA procedures and needs in a given area (forms, files, etc.) differ significantly from other government agencies or industry? Or is it that we can secure attendance (e.g., Records Program Orientation for Office

lleads) only by having an in-house presentation? I would think

that we should isolate each of the suggested courses, then weigh

such things as:

 a. Proposed benefit? To whom?

 b. Who would conduct?

 c. How long? Frequency?

 d. Where?

 e. Who outlines? At what point?

 f. For which course(s) is there the most urgent need? Why?

 g. Role of OTR? [   ] invites us to bring the raw STATINTL

   problem to him, discuss before we work out details. I

   think we have much homework to do before we even talk to

   OTR).

 h. Specifically how close are external training programs

   coming to meeting our needs? (Review catalogs, brochures,

   etc.)

 i. Are we confronted with serious procedural differences

   between directorates which would hinder or reduce to

   generalities presentations on some or all of the

   suggested course subjects?

 j. Aside from microfilm seminars, are there any relatively

   new records subjects or new Agency procedures which would

   lend themselves to short, 1 to 3-day, presentations?

I am unsure of our present procedure for encouraging attendance at

records programs. Is this all worked through senior RMO's? RMO's?

Do we involve support or admin officers at all? Directly? Should

we if we do not?

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RAB PROJECTS

Second Priority Group

III. Establish Agency Archives Operations and Staff.

    a. This subject is a whopper but I find myself still in
the dilemma of being unable to predict with any
confidence:

        1. Whether there will be a formal CIA Archives Pro-
gram.

        2. Where organizationally the Agency Archivist will
(not should) fit.

    b. We (SSS) aren't going to "establish" an Agency Archives
operation and Staff but perhaps we should be better
prepared to discuss more intelligently a number of
operational/procedural matters if the Agency gets an
on-going Archives Program. Where could it be placed
organizationally? (excluding O/DCI, as even
Dr. Ehrmann has given up on that) Several possible
arrangements occur to me:

        1. In SSS reporting to C/SSS

        2. In SSS reporting to C/RAB

        3. In O/DDS reporting to DD/S

        4. In O/DDS reporting to EO/DDS

        5. In an entirely new unit (e.g., combination Archives
and Records Management) reporting to the DD/S

        6. Other

c. How procedurally (be specific) would an archives program

be implemented if proposed [   ] were approved   STATINTL

essentially as now written?

1. Identification of archives:

(a) Who does it? From what? Tie in retention

plans and records control schedules.

(b) Role of component records officers, senior

RMO's, directorate archivists, directorate

historians, directorate management, CIA

Records Officer, CIA Archivist, Chief, A&RC

(and will the latter's role be changed upon

approval of a CIA Archives Program?).

(c) Who resolves disputes?

2. Responsibility for protection of identified archives?

Access approved by whom?

3. Any changes in procedures for destruction of records?

4. What would be the physical location of:

(a) The CIA Archivist (and staff)

(b) The directorate archivists

(c) The archives

5. What educational measures would be required in order

to initiate an Archives Program:

(a) Brief supervisors?

(b) Publish implementing directives?

(c) Conduct short archives course (for whom?)?

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RAB PROJECTS

Third Priority Group

I. Analyze the potential savings possible with an Agency reports
   management program and outline a formal plan and procedure.

   A. While the recent reports study and report required by OMB
      generated mild management interest, was the interest
      sufficient to promise receptivity to a continuing reports
      management program? Is this again a case where very senior
      level CIA management must be convinced of the need before we
      could get our foot in the door to implement a reports program?
      If we had such backing, could we deliver with a program that
      would be demonstrably beneficial to the Agency? (In other
      words, not just a "papering" exercise.)

   B. Did the content of the Agency's report on reports (OMB) have
      sufficient validity to use it for a springboard for a con-
      tinuing reports program?

   C. Do we have the manpower to monitor a continuing reports
      program? Will the component records officers carry most of
      the burden? How much would RAB do? Optimally? Minimally?