

ROUTING AND RECORD SHEET

INSTRUCTIONS: Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

FROM:

**INCENTIVE AWARDS COMMITTEE
29-114 CURIE HALL**

NO.

DATE **MAR 26 1954**

TO	ROOM NO.	DATE		OFFICER'S INITIALS	COMMENTS
		REC'D	FWD'D		
1. Chf/ESD	Wing E Curie			WDT	
2. DAD/P	223 Curie	29 MAR 1954			
3. AD/P	217 Curie		31 Mar.	RJR	
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

A G E N D A

SUGGESTION
NO.

244
406

TAB NO.

1
2

MISCELLANEOUS NO. SUGGESTIONS

TABS A through K

A. Summary of the Suggestion:

The suggester proposes the use of a three panel double hinged cardboard planning device which can be readily secured in an ordinary safe or safe file and yet is of sufficient size for constant office planning or conference briefing. It is further proposed that the panels be manufactured in three different types:

1. All sides blank
2. Non-photographic blue line graph paper on all sides (1" and 0.1" standard divisions)
3. Six month blank calendar on three inside surfaces. (Three-year reference calendar printed on the reverse of first panel)

Some suggested uses are: Tables of Organization, Station Organizations, room and space allotments and studies, operations on attached maps, operational diagrammatic presentations, briefing materials, day by day administrative planning and controls, flow and management planning. Some security features include: Can be folded to fit the ordinary safe file; can be transported from office to office in corridors with no risk of casual viewing.

B. Evaluation of Concerned Offices:

Excerpts from evaluations supplied the Committee by the below-listed Offices follow:

The Management Improvement Staff:

"1. The suggestion made in Employee Suggestion No. 244 has some merit. Its use, however, is limited to such things as administrative planning and control, flow charts, graphic illustrative charts, organizational charts, room and space layouts, or other material needed for briefing individuals or small groups. Such planning panels would have no purpose for use before large groups where the material must be 'blown up' for easy viewing.

"2. No justification can be found throughout the Agency to substantiate the claims of volume use stated in the last paragraph of the suggestion." (Note: Refers to informal estimate made by suggester who cannot be expected, in view of security considerations, to know of actual use)

"3. The points of advantage stated by the author of the suggestion under FEATURES are well taken--especially the factor of 'Security', which must be so meticulously observed within this Agency.

"4. The suggestion comes under an 'efficient or convenient administrative tool' rather than an economy item. It would be very difficult to prove a dollar saving of any merit."

The evaluation further continues with regard to specific recommendations on the constructions of the panels, type of paper and procurement, with a final

statement that "The entire Agency should be circularized on the availability of the panels and standard type work sheets for use in same and where they can be obtained."

Logistics Office:

"It is believed that subject suggestion has merit, however, from the available information, this Office cannot at this time recommend its adoption. Prior to determining whether or not the suggested item should be an Agency stock item, it would be necessary to know the anticipated initial and replenishment requirements--Agency wide. Accordingly, it is suggested that a few samples of the suggested item be manufactured and made available for inspection by Agency components together with a request for information regarding the requirements mentioned above."

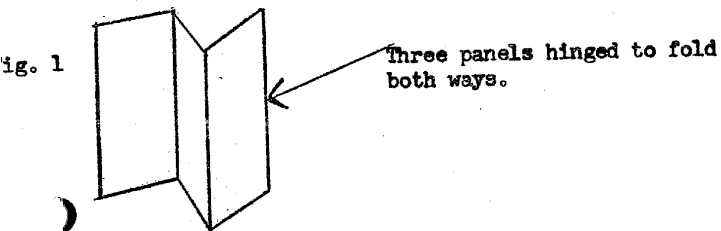
In a later memorandum dated 3 November 1953 following the receipt of sample panels obtained by the Executive Secretary, additional comments were received: "...Considerable thought has been given to advertising the suggested items and making them available for inspection at the Building Supply Room, however, it has been determined that results from such action would not afford the necessary information. It is believed the primary consideration to be made is the determination regarding the usefulness of the suggested items. The last paragraph of subject suggestion indicates that the planning devices are being used within the Agency. In order to obtain the required information upon which an evaluation may be based, it is suggested that the O&M Service be requested to perform a study to determine whether or not the suggested items be (a) continued in use or replaced by substitute items available from stock, (b) procured on as needed basis by the using component or components, (c) procured for Agency-wide use and made available as an Agency stock item."

The suggestion was again referred to the O&M Service in keeping with the above recommendation of the Logistics Office, and the further evaluation in a memorandum dated 10 November 1953 was received: "...There appears to be nothing new in the resubmission to influence a change in the conclusions reached at that time...It is the opinion of the O&M Service that if any panel boards are ordered for stock they should be of durable construction with provisions to attach a separate working sheet suitable to meet the current problem. It is appreciated that the initial cost would be greater but it is firmly believed that over a period of time the durable construction and detached working sheets would prove more economical."

C. Note:

This suggestion is being presented to the Committee in order that final disposition of the suggestion may be made. Since it appears that the suggestion may have Agency-wide use, it is believed that the Committee, being representative of the major components of the Agency, would be able to determine potential use of the proposed panel.

Specification For Executive Planning Chart Blanks



I Three hinged planning boards to be prepared in three different ways:

Fig. #2 - Both sides blank, good quality bond paper with hinge buried in cardboard filler. (Fig. 5) Medium cardboard weight stock.

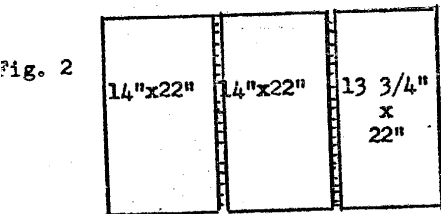
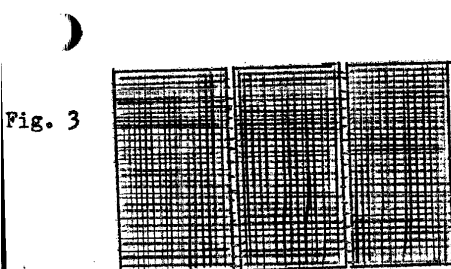


Fig. #3 - Graph line 1" with 0.1" lighter divisions printed in non-photographic blue. Other specifications same as above.



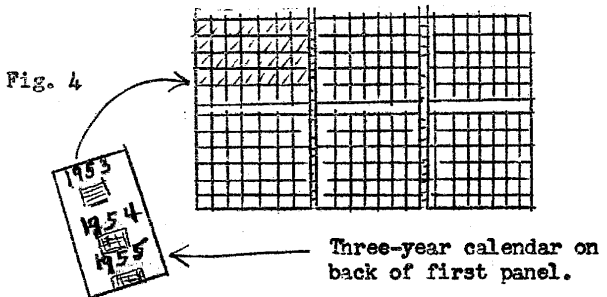
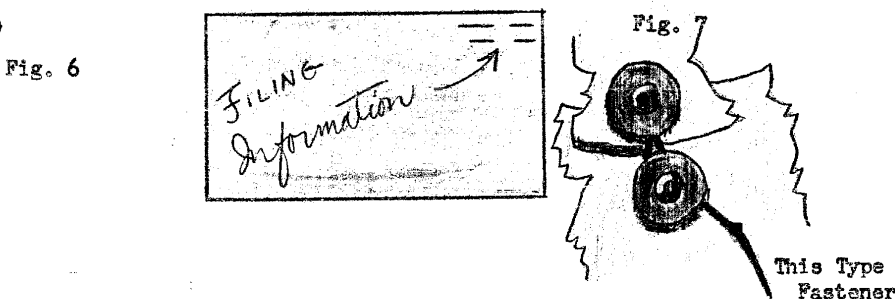
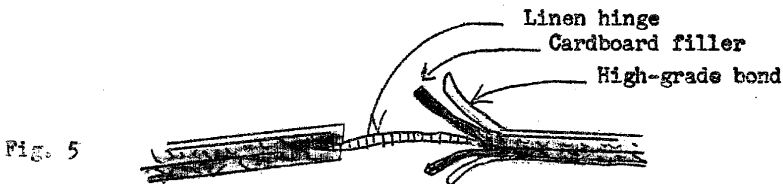


Fig. #4 - Calendar planning, six month (blanks)
Three-year reference calendar on reverse of panel #1. Printed in medium gray.

II Envelope 14½" x 22½" for filing of charts (folded).
Filing information upper right section.



Employee Suggestion No. 406

A. Summary of the Suggestion:

The suggester proposes the development of a program whereby Career Service Boards interview individual employees periodically and in special cases upon request of the employee. The suggester believes that such a program would enhance the morale of the individual work employee in the following ways:

- a. The interview would give the employee the feeling that he is not forgotten, but on the contrary every effort is being made to utilize him in the position he is best suited.
- b. The employee could be guided in planning for future advancement--what are his future prospects, courses of study he should follow or any other advice and guidance the Career Service Board representative may offer.

B. Evaluation of Concerned Office:

The Plans, Research and Development Staff, Personnel Office, has supplied the following evaluation to the Committee:

- "1. The proposal that a representative of the Career Service Board interview individual employees periodically regarding their career interests and progress is consistent with the principles established in [REDACTED] governing the career service program.

25X1A

25X1A

- "2. At the present time, however, there is little uniformity among the various Component Career Service Boards with respect to the methods by which they carry out their career planning responsibilities. In some instances, members of Component Career Service Boards currently make a practice of such interviews.

- "3. The suggester might be advised that this suggestion is related to internal practices of the Component Career Service Boards which are not governed by uniform rules and that he might wish to approach the Component Career Service Board with which he is associated with respect to this suggestion."

G. Note:

This suggestion is being presented at the recommendation of a Committee member in order that it may be discussed by the Committee prior to final disposition of the suggestion.

CONFIDENTIAL

Suggestion
No.

Summary of Suggestion

Evaluation of Concerned Offices

622

Suggester proposes that legal residence be unalterable during overseas tour of duty to reduce Agency travel costs as employees return from overseas for home leave.

The Processing and Records Division, Personnel Office states that by law a person is entitled to a change in his legal residence provided the proper notifications on his part are made.

624

Photographs for visas and passports be taken by the Agency rather than commercial photographers to effect savings in cost to Agency.

The Security Office states that employees under unofficial cover should not be in CIA buildings so commercial photographers are proper source for obtaining passport photographs. Acquiring necessary professional equipment would be costly to the Agency and probably could not be fully justified on the basis of the small number of requests received for passport photographs.

633

Archive boxes be stored in Building Supply Offices in lieu of storage in the Records Center in order to reduce the amount of courier service required to deliver the storage boxes to the requesting offices. Such a proposed plan would result in effecting savings and increase efficiency.

The Records Services Division states that when the Records Retirement Program advances to the point where retirement is made at scheduled periods, offices generally will be requiring boxes only once or twice a year. It would not be advantageous to have the Building Supply Officers maintain a stock throughout the entire year. The collapsible boxes are stapled at the Records Center to give rigidity for easier handling and longer usage, and if they were kept in the BSO's this would not be possible.

CONFIDENTIAL

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Suggestion
No.

Summary of Suggestion

Evaluation of Concerned Offices

638

A Government tie line extension be utilized for providing Federal employees with information on the correct time and weather forecast.

The Logistics Office states that in view of the indeterminate non-recurring installation and engineering costs and increased recurring monthly rental costs of the additional equipment required to provide the proposed service, no economies would be effected through acceptance of this suggestion. Calls of this nature are usually personal rather than official and should not be made from Government telephones.

640
25X1A

Suggester proposes that students in training at [REDACTED] be required to leave their Departmental ID badges at Headquarters as an improvement in security measures.

The Security Office has informed Committee that this procedure is already in effect.

641

Salvage of the one-quart, amber-colored bottles used in Agency photographic laboratories to effect savings.

The Logistics Office is not aware of any Agency requirements for reuse or resale of the photographic bottles. Remington-Rand, the vendor, does not want the return of the bottles on a "gift" basis.

646

Suggester proposes that cover sheets for cables be made in three separate colors for ACTION, INFORMATION and CONFIRMATION copies to provide for easier identification.

The Management Improvement Staff, Comptroller's Office states that past Agency experience has shown attempts to identify a specific type or classification of document with a specific color has proved impractical for numerous reasons.

CONFIDENTIAL

SECRET

<u>Suggestion No.</u>	<u>Summary of Suggestion</u>	<u>Evaluation of Concerned Offices</u>
649	A mechanical device be attached to Agency telephones enabling the called party to distinguish outside calls in order to improve telephone security practices.	The Logistics Office states that the telephone company has advised that this could not be accomplished because any noise, clicking or otherwise superimposed on a telephone circuit would be audible to the <u>calling party</u> as well as to the party called. This tends to give some people the impression that their conversation is being recorded or that the line is tapped.
651	Suggester proposes that with the acquisition of covert space and prior to occupancy, administrative personnel designated to take charge undergo a thorough indoctrination as to proper maintenance and operating procedures. Such a proposal could result in decreasing costs in this area of Agency operations.	The Logistics Office states that written instructions, coverage in the Administrative Support Course, and proposed real estate regulations and real estate handbooks cover necessary instructions in the case of safehouses.
656	A proposed "Leave Record" card for Agency employees to enable them to maintain their own annual and sick leave records.	The Comptroller's Office states that many employees do not wish to keep a running record of leave balances themselves. A system that will give leave balances to Time and Attendance Clerks each pay period is now being considered.

SECRET

Suggestion
No.

Summary of Suggestion

Evaluation of Concerned Offices

660

Attach inexpensive aluminum foil reflectors above and behind radiators to obtain better efficiency in heating Agency buildings.

The Logistics Office states that some improvement in heating efficiency would be realized through application of this suggestion. Some undesirable factors, however, are: high cost of installment, objectionable appearance, difficulty in cleaning (would trap dirt), damage to walls from stapling, etc., and periodic painting and washing of walls would be hindered.

662

Suggester proposes a program of security awards to be presented to CIA employees with perfect security records over an extended period of time; for example, five years, in order to increase security consciousness.

The Security Office states that some Agency components have a greater degree of exposure to possible security violations; therefore, to commend employees with perfect five year security records who have very little chance for a violation would be unfair. The administration of such a program on an Agency wide basis would be too expensive under present budgetary limitations and is not considered desirable.

666

The suggester proposes the procurement of toilet tissue of good quality for improvement of employee welfare and health.

The Logistics Office states that procurement of toilet tissue is a function of the General Services Administration. A program was recently established to standardize on certain items of procurement as an economy measure. Toilet tissue, being one of these items, is currently purchased in one grade and is considered acceptable as long as it meets the specifications of GSA.

Suggestion
No.

Summary of Suggestion

Evaluation of Concerned Offices

672

Suggester proposes that a card system on weights and cubes of communications items be set up in a central location to increase efficiency in planning the best means of shipment.

The Office of Communications stated the inclusion of weights and cubes in information filed in the Communications and Engineering Requirements Branch is a project begun some time ago.

673

A training program be conducted for lift and tractor operators in order to increase efficiency and safety methods in the handling of this equipment.

The Logistics Office states that personnel have been trained in the proper use of tractors and fork lifts. Posters and special bulletins have been posted in conspicuous locations and continuous safety surveillance is effected by all supervisors.

709

Suggester proposes that amendments to Regulations be made with pen and ink rather than inserting newly printed pages. This would effect savings in the typing, printing, paper and ink required in printing up pages of amendments which have only a few changes to the page.

The Regulation Control Staff, DD/A, states that "Pen and Ink" changes are too inefficient to be effective. "Printing dollars which could be saved by the suggested method are considered to be offset by the cost of the total clerical hours required to record changes." Delays in posting changes by the pen and ink method would result in the use of outdated regulatory issuances."

Suggestion
No.

Summary of Suggestion

Evaluation of Concerned Offices

677 The suggester proposes that a Stop-and-Go light be located at the turnstile at the door to the restricted area in Q Building, in order to prevent accidents occurring when the turnstile appears to be released, but is not.

The Office of Current Intelligence states "The turnstiles were installed primarily to control the rate of access of personnel to the restricted area, thus allowing the OCI Receptionist time to verify approval of such personnel to enter the area...The problem posed in referenced suggestion is usually caused by impatience of personnel entering the restricted area or last minute rushes and the installation of a light system would in no way alleviate this situation."

494 The suggester states that in his office Duro Clear Multilith typewriter ribbons are used once and then discarded, thus resulting in inefficient use of these special ribbons. The suggester proposes that the color selector be reversed in order to utilize the lower half of the ribbon, thus making it into a "two-time" ribbon.

The Management Improvement Staff states that only two types of ribbons are used in the Agency for multilith typing. One is a narrow, one-time paper ribbon which is used only on IEM electric typewriters and cannot be reused. The Multilith fabric ribbons, however, may be used any number of times and are not to be discarded after one use. They further state that in offices where Duplimat Masters are used only occasionally the special ribbon is put in the machine to type the master and then removed, and the regular ribbon is reinstalled for other work. "It may be that the suggester has seen this done and merely assumed that the ribbons were being thrown away." The Logistics Office states that the practice of discarding these ribbons after one use should definitely be discouraged, since the Multilith Ribbon costs about 75 cents while the average typewriter ribbon costs 25 cents or less.

Suggestion
No.

Summary of Suggestion **CONFIDENTIAL**

Evaluation of Concerned Offices

685

Installation of a buzzer with pull cord attachment in Agency shuttle buses. It is also suggested that route maps be placed in the buses showing the regular stops and flag stops, plus the route taken. These suggested measures are proposed for improvement in efficiency of shuttle transportation.

The Logistics Office states basic idea worthy of commendation; however, "approximate cost for procuring and installing buzzers would be \$50.00 per bus, and due to the dictates of economy, such an addition does not appear feasible." Due to the "rush" hour traffic in the Washington vicinity, it is sometimes necessary that the bus routes be changed, but the "stops" remain the same. In view of the necessity for changing the routes, it appears that the driver could supply more timely and accurate information upon request. Published schedules designating the bus stops have been distributed throughout the Agency.

686

Suggester proposes that Form No. 38-8 "Staff Duty Officer Check List" be reduced in size from 8" x 12 $\frac{1}{2}$ " to 8" x 5 $\frac{1}{2}$ ". Since existing instructions limit the number of rooms assigned to a Staff Duty Officer for checking, only a maximum of 9 out of the possible 36 spaces are normally used. This would save paper, printing and storage costs.

The Security Office advised that Form No. 38-8 is being revised to include a section of instructions covering the proper procedure for closing, locking and checking combination lock safes. This will leave space for 18 rooms to be checked by a Staff Duty Officer.

691

Suggester proposes the move of components of DD/P now quartered in Tempo Buildings I, J, K, L and Quarters Eye to the vacated Emergency Hospital. This would relieve crowded conditions in the temporary buildings, lead to more efficient operations, higher morale and economical building maintenance.

The Logistics Office states that DD/P activities occupy a total of approximately 267,000 sq. ft. of net usable space in Buildings I, J, K, L and Quarters Eye. The General Services Administration has advised the net usable space in Emergency Hospital amounts to only 27,000 sq. ft. In view of the vast difference in net usable areas, the proposed move to the Emergency Hospital Building is not considered advantageous to this Agency.

Suggestion
No.

Summary of Suggestion

Evaluation of Concerned Offices

694

Suggester proposes a plan for enlarging Q Building Cafeteria by moving the locker room and reception room to other locations and removing the wall of the supply room at the rear of the cafeteria.

The Logistics Office states that "The suggested plan to enlarge the Q Building Cafeteria has been considered on previous occasions and was deemed impractical on the basis of the expense involved. The existing fire-wall separating the cafeteria from the adjoining Employees' Locker Room and the Supply Office would have to be re-located in order to effect the expansion as recommended. In addition, it would be necessary to raise the floor level of both rooms to coincide with that of the cafeteria."

696

The installation of Tampax dispensers in all ladies' rooms as a measure of improvement to health & welfare of employees. Such a convenience may reduce amount of sick leave taken.

The Logistics Office states that "Recent experiments on the part of Public Buildings Service, the agency responsible for providing this kind of service in public buildings, discloses that the demand for Tampax is not sufficient to justify the costs of installing and servicing the dispensing machines."

697

Reopening of the 17th Street entrance of I Building providing a more convenient and efficient entrance to CIA employees.

The Security Office states that arrangements were already made for the reopening of the 17th Street door of I Building prior to receipt of the suggestion.

700

Standard Industrial Card File Forms (No. 60-34) be printed on 8"x4 3/4" sheets for use by the Industrial Register. Since the lower half of 65% of the 8"x10" forms are not used, the unused portion is cut off for ease of filing, thus causing a waste of time and paper.

OOD states the present 8"x10" ICF form was developed in response to the need for more space than was available on the original 5"x8" form. Estimates of the use of the lower half of the ICF form run as high as 80%. There is little waste of paper since the blank paper that results from cutting down the 8"x10" form is often used up as scratch paper. The ICF form is sometimes used as an identifying cover sheet for a document incorporated bodily into RI files, and thereby protects the document and makes it easier to handle.

Suggestion
No.

Summary of Suggestion

Evaluation of Concerned Offices

718

The suggester proposes limited distribution of Employee Statement of Earnings and Deductions (Form 34-45) in lieu of the present procedure of distributing a copy of Form 34-45 with every pay check. Many employees do not retain these cards for their permanent pay record. By distributing the forms only (1) with the initial pay check of new employees, (2) when a change in pay status occurs, (3) regularly with each paycheck only for those who submit specific request for it, the Agency would effect savings in paper, ink, printing costs and man-hours.

The Comptroller states that consideration was given to limited distribution of the notice to employees of the breakdown of their paychecks at the time the present system was installed. It was determined that the distribution of the form would have to be made at least to every employee having a change in pay status during the pay period. A comparison between the present system and the suggested method shows that the latter method would be more expensive, require more personnel man-hours, and might necessitate overtime work in the over-all pay-rolling operation.

719

The suggester proposes improvement of safety conditions in the corridors of M and Q Buildings by removing excess equipment located there in order to assure clear exits in case of emergency.

The Logistics Office states that safety measures require that all corridors and stairwells be kept clear of surplus materials. Frequently, however, it is necessary to leave equipment and office supplies within the building after a major move has been accomplished until the necessary paper work can be prepared and forwarded to the [redacted]. It is doubtful that this procedure can be improved without entangling the accountability records.

25X1A

Suggestion
No.

Summary of Suggestion

Evaluation of Concerned Offices

- 724 The suggester proposes the use of translucent globes with 200 to 300 watt bulbs in lieu of electroliers which require 750 to 1000 watt electric bulbs in M and Q Buildings. The present lighting system lowers the efficiency of the air-conditioning unit, thereby impairing employee morale and welfare.
- The Logistics Office says the heat generated by the lights in M and Q Buildings requires 25% to 30% of the air conditioner capacity. This situation could be alleviated to a great extent by the substitution of fluorescent or lower incandescent fixtures of the direct or semi-direct types. PES officials contend, however, that the expense involved does not warrant such extensive corrective measures in temporary structures, even though an appreciable reduction in electrical power consumption would be realized.
- 729 The suggester proposes a procedure for conserving heat in Agency buildings in order to effect savings in fuel costs.
- The Logistics Office says that the suggested method of effecting fuel savings is not considered feasible by PES heating engineers, since it would not enable a readily accessible control of heat during intervals of sudden weather changes. Reduction of steam pressure to diminish the supply of heat has been found to be impracticable in most systems supplying Agency buildings.
- 731 The suggester proposes that hand vacuum cleaners be made available to Divisions for cleaning typewriters. This would alleviate sending some of the machines to the factory for cleaning purposes, thus saving man-hours and time lost to clerical personnel due to the absence of the typewriter from the premises.
- The Logistics Office states that typists and stenographers are instructed on the cleaning, oiling, and covering of typewriters upon entering on duty with the Agency. Any cleaning and repair outside of first echelon care is the problem of the typewriter repair man. Typewriters are not sent to the factory for cleaning, since this function is performed by our Agency repair shop.

Suggestion
No.

Summary of Suggestion

CONFIDENTIAL

Evaluation of Concerned Offices

736

A suggestion has been made that Agency employees handling operational funds in the field be bonded by an insurance firm. This bonding would be done at the employee's personal expense and would insure the Agency of recovery of funds for which there is no satisfactory accounting.

DD/P Admin. states that most cases where funds are unaccounted for occurred under circumstances where we could not reveal the details for security reasons; therefore, no recoupment would have been possible. The Agency would have to pay the bonding charges since they already do so for some Finance personnel, and it is felt this cost would be in excess of any amount recouped from shortages.

743

The suggester proposes that Agency telephone number be changed since it is such a difficult and lengthy number to repeat back each time the Agency is called. This should enable the operators to answer more rapidly and with less effort.

The Logistics Office states the proposed change is impractical for the following reasons: Executive 3-6115 is our published number and is the first of 45 incoming lines presently assigned to the Agency. In order to receive calls, sequence numbered lines must be available so that incoming calls may search for an idle line into the Agency switchboard; i.e., anyone calling Executive 3-6115 has access to Executive 3-6116 through Executive 3-6159. Therefore, if we change our first or listed number, we must also change the sequence numbers and there are not 45 new sequence numbers available for assignment.

765

The suggester proposes that letter-size messenger envelopes be procured for Agency use. These would be used for small-sized correspondence such as IBM cards and letters and would therefore prevent rumpling and wrinkling caused by use of the large envelopes presently stocked. This would also result in a savings in stationery costs.

The Logistics Office states "existing and planned stock messenger envelopes, size 12 x 16 and 10 x 15, respectively are adequate for transmission of forms and correspondence." The 12 x 16 envelope stock is expected to last through June 1954, at which time replacement stock of the smaller envelope will be effected.

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