

OFFICIAL USE ONLY

October 22, 1958

DEPARTMENT OF STATE  
Division of Biographic Information

The Division of Biographic Information (BI)

1. What is it?
2. What is its purpose?
3. Where does it get its information?
4. How does it handle the information it obtains?
5. Who benefits from its operations?

1. WHAT IS IT?

-One of three divisions in the Office of Intelligence Resources and Coordination (IRC).

-It maintains the Department of State's central biographic file.

-It specializes in collecting, evaluating, and disseminating biographic information on prominent people in foreign countries throughout the world.

-BI is divided into branches covering geographic areas, with analysts assigned to identify and keep records on the leading personalities in each country.

-It is a "Who's Who" Plus operation. It frequently knows more about a person than what is ordinarily found in "Who's Who" publications; and it knows something about many people who never rate a published "Who's Who" listing.

-BI maintains systematic files on something like a million people, and the files are naturally growing every day.

BUT BI IS ONLY ONE PART of the Government's entire Biographic Intelligence set-up:

-BI assumes responsibility for personalities who fall essentially into the political, cultural, economic, and sociological fields.

-CIA assumes responsibility for scientists and technological personalities.

-The DEPARTMENT OF DEFENSE keeps similar biographic files on military personalities.

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2. WHAT IS ITS PURPOSE?

-BI seeks to be prepared to provide, on short notice, comprehensive, current, and reliable information concerning the background, basic attitudes, and capabilities of foreign nationals who directly or indirectly influence domestic and international policies of their countries, and whose activities are of interest to the Department and other Federal agencies.

-BI does not interest itself in Americans.

-Among the foreigners in whom BI is particularly interested are:

-The Sovereign or head of state, members of his family, and leading executive assistants.

-Cabinet members. The most important officials of ministries or departments (particularly those concerned with foreign affairs, but also Justice, Police, Industry and Commerce, etc.)

-Governors in colonial territories, and their ranking subordinates.

-Chief delegates to important international or regional conferences and representatives with international organizations concerned with political or security affairs, social movements, labor movements, etc.

-Members of officer rank in the diplomatic and consular services.

-Leaders in political parties.

-Presiding officers, heads of committees, and other influential members of legislative bodies.

-Governors, mayors, and other prominent local officials.

-Leading businessmen, educators, newspapermen, writers, artists.

-Leaders in significant national or international fraternal and social organizations.

*Potential leaders*

-Vital statistics and career data are viewed as simply a starting point in the study of a foreign personality.

-A more complete and intimate knowledge of leaders is often an indispensable aid in understanding conditions in a country, and in anticipating possible developments.

-Thus, the factors of personality and capacities are matters of much concern.

(Purpose, continued)

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-BI seeks to know as much as possible about such things as:

-A person's influence and reputation;

-Whether he is controlled by others;

-Whether his influence is on the way up or down;

-His views on significant issues: e.g.

-Freedom of enterprise vs nationalization;

-Church schools vs public schools

-Cultural exchanges between the Free World and Red areas

-Economic intercourse between the two political spheres

-Authoritarian vs liberal forms of government, etc.

-His connections with significant movements and developments

-His executive, professional, or technical abilities

-His educational background

-His religious and cultural background

-His knowledge of languages

-His family status

-His extra-professional interests (hobbies, inclinations)

-His vanities, enthusiasms, prejudices, weaknesses, susceptibilities

-His appearance, manners, and mannerisms

-In sum, BI's aim is to be ready at any time to provide U.S. Government agencies and officials with the kind of information on foreign personalities which will facilitate intercourse with them, on an advantageous basis.

3. WHERE DOES IT GET ITS INFORMATION in order to achieve its purpose?

-The U.S. Government was relatively slow in developing a coordinated biographic program.

-Other governments have long had extensive biographic intelligence services.

-Ours was haphazard before 1942.

3. WHERE DOES IT GET ITS INFORMATION (continued)

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-BI was created in 1946.

-It took over the files of the Personal Intelligence Section of the Division of Economic Security Controls (State), those of the Office of Strategic Services, those of the Who's Who Branch of G-2 (Army), and those accumulated by other private and governmental collectors during the war years.

-Now the U.S. Government has an effective instrument in the field of biographic intelligence.

-Principal current sources of information:

-Reporting by Foreign Service posts:

-The formal "Biographic Data" report prepared in the field is the regular vehicle used by Foreign Service Officers to tell the Department what they know about significant personalities in their area of assignment.

-Larger posts are staffed with full-time biographic officers who gather information from all local sources available to them, and who report to the Department.

-BI has access to practically all other reports, on various subjects, sent in from Foreign Service establishments throughout the world.

-Analysts in BI screen all such material for fragments of biographic interest.

-When it is realized that over 200 Foreign Service Officers were given End User reports by BI for their work during fiscal year 1957, one gets some indication of the degree of participation of the Foreign Service in the Biographic Program.

-Foreign Service personnel returning to the Department are often debriefed.

-Documents originating with other Government agencies are also screened.

-Principal agencies involved are:

-CIA

-The Defense Department (Army, Air, and Naval Attachés)

-USIA (Public Affairs Officers, Cultural Attachés)

3. WHERE DOES IT GET ITS INFORMATION (continued)

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-Other Sources:

-The Press (foreign and domestic newspapers);  
News Agencies (tickers).

STATSPEC

-Foreign broadcasts

-Publications of numerous kinds:

STATSPEC

-"Who's Who" directories

-Collections of published biographies

-Government directories:

-Diplomatic biographic registers

-Diplomatic lists

-Parliamentary directories

-Civil service lists

-Directories put out by International Organi-  
zations, and bulletins

-Business, professional directories (doctors,  
journalists, clergy, e.g.)

-Bulletins of various organizations (e.g. labor,  
business, cultural, lobby groups)

-And Books. (e.g. on political history, on labor  
movements)

4. WHAT HAPPENS TO THE INFORMATION gathered from such numerous and varied sources?

-Evaluation of reliability is obviously an extremely important matter.

-The possibility of bias and of distortion of fact always has to be kept in mind and taken into account when an item is selected for the biographic files.

-Processing documents

-Each document reaching BI is screened by specialized analysts for items of biographic intelligence.

-The fragment may be simply an identification of a person as occupying some position at a given time.

-Or, it may be a detail regarding his education, family or political connection.

4. WHAT HAPPENS TO THE INFORMATION (continued)

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-It may be a photograph.

-Also, it may be quite a lengthy exposition of his views on some significant topic.

-Brief fragments are typed on cards and filed in chronological order, approximating as closely as possible the date of the event.

-Longer items are filed in the person's biographic folder, likewise in chronological order.

-As such fragments fall into the files over a period of time, like pieces of a mosaic, the picture of the man automatically grows clearer and clearer.

-Uses made of the files

-As occasions arise, the analyst can supply rather quickly the kind of information needed in a given circumstance by a duly interested official.

-BI attempts to "tailor" its reports strictly to the needs of its customer.

-The occasion may call simply for a brief unclassified sketch given over the phone to an officer who is to meet the foreigner at lunch.

-Or, the need may require a full, and frequently highly classified, written report on the personalities of a new government, or on an international adventurer.

-Briefing papers are often prepared for U.S. officials before their trips into foreign areas, on personalities they are likely to meet.

-E.g. Vice President Nixon's trip to Africa  
Under Secretary Herter's trip to Malaya

-Similarly, biographies are prepared on foreign delegations to important international meetings, for use by members of the U.S. delegations.

-E.g. The UN General Assembly;  
North Atlantic Council meetings;  
SEATO conferences

4. WHAT HAPPENS TO THE INFORMATION (continued)

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--Forms employed in reports vary according to the purpose for which they are written:

--Ad hoc reports

--These are usually typed in a small number of copies, destined for a specific customer.

--Reports of broader interest are put out in mimeographed form and receive a more or less wide distribution.

--The Biographic Brief is such a document prepared within a few hours after a foreign personality assumes a highly significant position or posture.

--E.g. a new prime minister

--The Biographic Report is fuller treatment of either a single personality, or of a group of individuals in a single context.

--E.g. A government, or a delegation

--Published reports issued in printed form, as opposed to mimeographed form

--The Biographic Directory is a listing by name and position of governmental and party organizations of Soviet bloc countries.

E.g. The directory, Soviet Political Leaders which listed over 8,000 names with position titles.

--MIS Contributions

--Sections 59

--Biographic studies of the key personalities in political, economic, sociological, and cultural fields in a given country.

--Key Personalities (KP's)

--Biographic studies of the key personalities in all fields of endeavor in a given country. These biographies represent a cooperative effort and are prepared by Army, Navy, Air Force, CIA, and State, each agency contributing reports on persons in its area of responsibility.

--Supplements VI

--Studies in depth of Communism in any given country in the Free World. Included are biographies of Communist leaders and others who are active in promoting the Communist cause.

4. WHAT HAPPENS TO THE INFORMATION (continued)

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-International Communism (108)

-Studies of Communist front organizations including biographies of the leaders of such organizations.

5. WHO BENEFITS FROM BI's operations?

-BI is essentially a service organization, with quite an extensive clientele

-It provides biographic information on some 3,000 individuals a month to many offices in the Department and in other Government agencies.

-Some of the principal users of BI material are:

-In the Department:

-Country political desks (and their principals)

-Research desks

-The Visa Office

-The Historical Division

-The Bureau of International Organizations

-The Bureau of Economic Affairs

-The International Education Exchange Service (IEES)

-Foreign Service posts (including USUN)

-Other Agencies of the Government:

-CIA } Participating with BI in the Govern-  
-Defense Department } ment's total biographic program

-ICA (International Cooperation Administration)

-Treasury Department

-USIA (U.S. Information Agency)

-OCB (Operations Coordinating Board)

-Justice Department (FBI)

-Congress



D R A F T

AHIP-D-6  
21 March 1958

DIRECTOR OF CENTRAL INTELLIGENCE DIRECTIVE NO. \_\_\_\_\_

BIOGRAPHIC INTELLIGENCE

1. This directive is issued pursuant to the provisions of NSCID No. 1, particularly paras. 8, 12, 15, and 16, and for the specific purpose of facilitating exchange of information on foreign personalities, and of providing for the centralization of reference facilities for handling foreign biographic data.

2. Responsibility for the maintenance of foreign biographic data is assigned as follows:

a. The Department of State shall be responsible for political, politico-economic, social, and cultural biographic information.

b. The Departments of the Army, Navy and Air Force shall be responsible for military, naval, and air biographic information, respectively.

c. The Central Intelligence Agency shall be responsible for scientific, industrial, and technical biographic information and for biographic information on persons connected with clandestine activities.

3. Departmental intelligence components shall forward to the responsible department or agency all pertinent biographic information originating within their respective departments or agencies.

4. The allocation of responsibility within the foregoing categories is based upon the principle of ensuring complete biographic coverage of important individuals and minimizing unwarranted duplication of effort. However, in special instances where a personality in an unrelated category becomes of

SECRET

~~SECRET~~

particular interest to any intelligence component, nothing in this directive prevents or restricts such an office from reporting and maintaining a biographic file on that individual, so long as the departmental agency holding primary responsibility is furnished with all the necessary information for its own file.

4. Each intelligence component has the responsibility to produce and evaluate biographic intelligence on personalities within its own categories of primary responsibility for other departments requesting and authorized to receive same, or if necessary, to make available the appropriate material.

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DIVISION OF BIOGRAPHIC INFORMATION (BI)

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The Division of Biographic Information is the Department's service arm for information on foreign personalities. It is a research outfit, a production agency, a central depository, and an information office, serving not only the Department, but most other Government agencies. Its mission is to collect and evaluate biographic data and to provide consumers with whatever information they need, be it date of birth, languages spoken, visits to the United States, paragraph summaries, or lengthy analytical biographic reports on an individual or a group of individuals. The division also identifies persons by positions held and maintains personnel rosters of important governmental bodies and organizations. It supplies briefing papers to the Secretary and other top officials visiting foreign lands, provides a similar service for American representatives at international conferences, and furnishes biographic support to regional and functional sections of the Department and other authorized agencies. More than 12,000 inquiries are serviced each year during which this information is provided on well over 75,000 people.

To service its users, BI collects information from a wide variety of sources. Pertinent material is extracted from all media of foreign service reporting, from the reports of other U.S. Government agencies, from foreign and domestic newspapers and periodicals, from books and who's whos, and from interviews with American officials returning to Washington. However, the division's principal source of information is the foreign service. BI's usefulness to its consumers is directly proportionate to the reporting it receives from the individual foreign service posts.

BI encourages each post to do as much reporting as is consonant with its mission and its staff. While factual information (birthdate and place, education, family connections, jobs held, etc.) is an important part of the division's collection, equally, if not more, important are individual officers' assessments of a person's character, skills, activities, current political views, and standing in his home land. Detailed information on a person can be reported on the biographic data form (FD 405), but that form can be used equally well for the submission of only factual information. Reporting officers are urged not to let a lack of certain information delay or preclude their forwarding what is available. Fragmentary information is often inserted into pertinent mission despatches or telegrams or is submitted to the Department on biographic cards (Form 405B). It is especially important that reporting officers identify carefully, with full name and position, persons referred to in the various forms of communication. All foreign service reporting of a biographic nature is carefully noted in BI which each year evaluates individual mission and officer participation in the biographic program.

From each post the publications procurement officer can provide an extremely important biographic collection function by forwarding to the division locally published who's whos, commercial directories, telephone books, and other publications that contain biographic information or rosters of names. If local funds are inadequate to purchase such publications (when they are not free), BI should be informed of the names and cost of these works.

The Division of Biographic Information is always willing to discuss with individual posts or officers plans for establishing, maintaining, or streamlining a biographic reporting program and to give help in those operations.

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BI PROCEDURES MANUALOutline  
January 27, 1961SUBJECT: BI PROCEDURES MANUAL -- OUTLINE

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1	BI Procedures Manual -- Purpose and Scope
2	RFB and BI Organizational Charts by Positions
3	Standing Committee on Procedures
4	Summary of Duties and Authorities of BI Positions
5	Individual Relief Folders
6	Personnel Indoctrination and Orientation Check-off List
7	Personnel Administration
7.1	Job Descriptions and Work Assignments
7.2	Efficiency Reports and Performance Ratings
7.3	Time-Use Reporting
7.4	Leave (Time and Attendance Records)
8	Production and Programming Records
9	Handling Incoming Materials
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11	Security
20-39	DATA PROCESSING
20	Delineation of Functional Responsibilities of BI
21	Processing of Information and Reports Received
22	Transliteration Systems
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24	Description of Types of Files
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43	INR Editorial Style (NIS Exceptions)
44	Drafting and Clearing Telegrams, Airgrams, etc.
45	Spot Intelligence (Name Checks, Phone Requests, etc.)
60-69	MISCELLANEOUS

BI PROCEDURES MANUAL

Instruction No. 1  
January 27, 1961

SUBJECT: BI PROCEDURES MANUAL -- PURPOSE AND SCOPE

I. PURPOSE: The purpose of the BI Procedures Manual introduced by this instruction is to establish the most efficient procedures possible as standard procedures for all BI personnel. The aim is to increase operating efficiency and to stimulate interest in improving all aspects of BI work, rather than to stifle or suppress thought or initiative. The lack of uniform BI procedures and a systematic method of establishing such procedures have resulted in extremely diverse and sometimes inefficient practices in individual branches and sections of BI. The improvement and standardization of procedures throughout BI should prove advantageous to all concerned by: (1) greatly facilitating and improving the orientation and indoctrination new employees receive when entering BI, and by providing any BI employee with a convenient reference from which he may refresh his memory at any time concerning the proper procedures for dealing with any particular problem or operation; (2) making it possible for an analyst to transfer from one branch to another or to handle the work of another section temporarily with a minimum of confusion and difficulty; and (3) increasing the over-all operating efficiency in BI, thus minimizing the effects of personnel shortages or making increased production possible.

II. SCOPE: The BI Procedures Manual will deal with all activities of the Division of Biographic Information, though matters covered in any similar instructions by a higher authority will not be dealt with in this series unless a more detailed treatment is needed. Both substantive and administrative subjects of a permanent or semi-permanent nature will be dealt with as required.

BI/OC III. PROCEDURE: Each instruction in this series will be approved and issued by BI/OC. The BI Procedures Committee has primary responsibility for drafting these instructions, and everyone in BI is expected to cooperate fully with the members of that committee in that work. During the drafting stage the views of branch chiefs will be solicited and the views of others will be welcomed, and constructive suggestions and recommendations will be appreciated at any time. Each BI employee will receive a copy of each instruction and is required to be familiar with its contents. Each BI unit will maintain a complete file of current instructions in the BI Procedures Manual series. The series will be issued as individual instructions are completed over a period of months and will not be numerically consecutive, but will fit into an over-all outline.

IV. COMPLIANCE: In drafting these instructions a consensus will be sought, but these instructions, once issued, will apply equally to those agreeing and those disagreeing with their contents. All BI personnel are expected to comply with them, except as modifications may be approved at the division level on the basis of adequate written justification from the branch chief concerned. Spot checks will be made periodically by representatives of BI/OC to observe results and to consider suggestions. Past practices and individual preferences will not be accepted as adequate reasons for noncompliance, and any such noncompliance will be taken into consideration as appropriate in evaluating individual performance.

V. CLASSIFICATION: The overall classification of the BI Procedures Manual will be (Confidential), and each instruction classified separately as required by its contents.

CONFIDENTIAL

BI PROCEDURES MANUAL

Instruction No. 5  
January 27, 1961

SUBJECT: INDIVIDUAL RELIEF FOLDERS

I. PURPOSE: The purpose of this instruction is to establish the requirement that each BI employee prepare and maintain a folder containing essential information concerning his position for possible use by anyone who might relieve him in that position. Such relief folders will make it possible for the successor in the position to benefit from the experience of his predecessor, whether the transfer of duties is unhurried and orderly or sudden and confused. Essential continuity can thus be maintained even if there is a gap of several months during which the position may be vacant. During such an interim period the folder will be useful also to those who may be required to perform the duties of that position temporarily.

II. SCOPE: The individual relief folder should contain any information that might be useful to a successor in the position--initially as an orientation aid, and later as a convenient reference--to make it less difficult for him to perform the functions of that position effectively and with a minimum of delay and confusion. It should contain the following minimum information: (1) a copy of the job description for the position, supplemented if necessary by a more realistic or understandable description of the work; (2) an out line of the files (if any) maintained exclusively by the incumbent in this position; (3) a brief sketch of as much of the history of the position as is known, including names of individuals and dates of their tenure; (4) brief comments concerning special problems encountered in this position, including tips and recommendations designed to enable the successor in the position to avoid making the same mistakes and having the same difficulties encountered by the person being relieved; (5) a list by subject (field of interest) of contacts (together with phone numbers) in the intelligence community with whom one deals most frequently in this position; and (6) any other information that might be of value to a person attempting to become familiar with the duties of the position.

III. PROCEDURE: Each BI employee should prepare without delay a relief folder as outlined above for his position and submit it to his branch chief for review and comments. Branch chiefs will make suggestions designed to increase the value of the folders, and if any seem to have been particularly well prepared, they may wish to bring them to the attention of BI/OC. Branch chiefs will submit their own individual relief folders to BI/OC for review and comments. The incumbent in a position should always be alert for ways in which his folder can be supplemented and improved. Folders should be reviewed and brought up to date at least every six months, and should be changed promptly to reflect any major changes in duties or responsibilities that may be made. The individual relief folders might well be included in the loose leaf notebooks of BI employees containing the BI Procedures Manuals.

IV. CLASSIFICATION: In most cases the individual relief folders will be classified Confidential due to the nature of their contents.

CONFIDENTIAL

BI PROCEDURES MANUAL

Instruction No. 6  
January 28, 1961

SUBJECT: ORIENTATION AND INDOCTRINATION OF NEW EMPLOYEES

I. PURPOSE: The purpose of this instruction is to establish a standard and formal procedure for the orientation and indoctrination of all new BI employees. This orientation and indoctrination is designed to provide the new employee with orientation in the necessary general administrative and organizational details concerning BI and an initial familiarization with, and indoctrination in, biographic intelligence research and production procedures. It should also provide him with an understanding of his position in BI and the role each division of RFB plays in INR and the intelligence community. The more effective this program is, the sooner the new employee will begin to function at maximum effectiveness in his new position. The check-off list is simply a mechanical means of insuring that all the steps necessary for this purpose have been completed.

II. SCOPE: The orientation of new BI employees is designed to supplement the orientation given to all new INR employees by covering briefly the major aspects of BI's organization and operation. The oral indoctrination sessions will be relatively brief, as most of the detailed information required on BI in general and on the particular position of the new employee can best be obtained from the BI Procedures Manual and the individual relief folder for the position being filled by the new employee. Information on continuing training programs will be contained in a separate instruction.

III. PROCEDURE: Each new employee will be given the BI orientation check-off list when he first reports to BI/OC for duty, and with the guidance and assistance of his immediate supervisor or branch chief he should complete the steps listed in it within two weeks. The new employee will be briefed on the division level by BI/OC and referred to the BI Procedures Manual for further details, and on the branch level by the branch chief and referred to the individual relief folder for further details concerning the new employee's specific duties. The new employee can find the answer to most of his questions in these two permanent orientation and indoctrination references, and he should become thoroughly familiar with the contents of both before requesting detailed explanations from his immediate supervisor or branch chief. If the new employee is an analyst, he will be given the RFB Orientation Notebook (reading file), which contains additional background information to help him understand the functions and working relationships of the various parts of INR.

IV. CHECK-OFF LIST: Each new BI employee will complete the standard BI orientation and indoctrination process within two weeks after entering on duty. His immediate supervisor or branch chief should initial the various items on the list as they are completed. After signing the sheet to certify that the points listed were covered to his satisfaction and that the specified reference materials were made available and explained to him, he should return the signed sheet to BI/OC, where it will become part of BI personnel records. The various steps should be completed in approximately the order listed below:

<u>Step of Procedure To Be Completed</u>	<u>Date Completed</u>	<u>Initials of Supervisor or Branch Chief</u>
Be introduced to the Division Chief, his deputy, and the BI/OC staff;	_____	_____
Be introduced to the chief of the branch to which assigned and to other personnel in that branch;	_____	_____
Be briefed by the Unit Security Officer, and become familiar with the Department <u>Security Regulations</u> ;	_____	_____
Be given for retention a copy of the BI Procedures Manual, with an explanation of its purpose and use;	_____	_____
Be given <del>for xxxxxx</del> a brief oral description of his duties, and of their relationship to the over-all operations of the branch, Division, Office (RFB), Bureau (INR), the Department, and the intelligence community;	_____	_____
Be given for retention a copy of the individual relief folder for the position, with an explanation of its purpose and use;	_____	_____
Be introduced to the other branch chiefs, the personnel of their branches, and FSU personnel;	_____	_____
If an analyst, be introduced to the Office Director and his staff, and check out the RFB Orientation Notebook (reading file);	_____	_____
Complete and return to INR/EX the INR orientation check-off list;	_____	_____
If in a supervisory position, be introduced to the Executive Director of INR;	_____	_____
If an analyst, be introduced to counterparts in the regional offices of INR, the geographic bureaus, and other agencies (Departmental and intelligence community contacts with whom he will have frequent contacts);	_____	_____
Be introduced to the Acquisition and Reader Services personnel and facilities in LR; and	_____	_____
Sign this list and return it to BI/OC.	_____	_____

\_\_\_\_\_  
(Signature)



rs: 1/7/61

COMMENTS ON RFB QUARTERLY PROJECTIONS OF TIME USE

1. The figures for "Data Processing" appear to reflect an increasingly acute problem in BI. The only way in which BI can reduce the long-run adverse consequences of rather severe personnel cuts is to insure that the time involved be absorbed by dropping or curtailing current production projects, rather than by reducing time devoted to data processing.\* When such cuts are permitted to cause major fluctuations in the amount of time devoted to data processing, the end result is that all future BI production suffers in direct proportion to the degree that that is permitted, and almost all production will continue to suffer ~~for~~ in quantity or quality for several years, until any essential ~~air~~ time cut from data processing is made up in addition to current data processing work. A low level of data processing almost certainly results in a deterioration of the condition of the files and therefore the quality and efficiency (hence the quantity) of production in BI. It would seem highly desirable to set a minimum level below which data processing would not be permitted to drop except under the most extreme circumstances, in which case any such cut would be made up promptly.

Although data processing is the category of work that is the basis for almost all BI production, it is the very category that has suffered more than any other from the personnel cuts in BI. The effects of the very low level of data processing maintained in BI in the 3rd quarter of 1960, and to only a slightly lesser degree in the 4th quarter, obviously are being felt now. In the 4th quarter data processing increased 6.0 percent over the 3rd quarter, even though the "Total Time-Use" in BI decreased 7.0 percent during the same period. Projections for the 1st quarter of 1961 anticipate a further increase in data processing to a level ~~25.3~~ 25.3 percent over the 3rd quarter 1960 level, even though the estimated "Total Hours Available" during the 1st quarter 1961 ~~is~~ is slightly less than "Total Time-Use" during the 3rd quarter 1960. It appears that the minimum level at which data processing should be maintained in BI should be in the vicinity of 8,000 hours per quarter. On that basis at the end of the the 4th quarter 1960 BI had accumulated a deficit of 3,149 hours over the last half of 1960, and if that were to be worked off during 1961 it would be necessary to schedule data processing at the level of about 8,800 per quarter during 1961. The following statistics should help/understand the problem:

Item	1st/60	2nd/60	3rd/60	4th/60	1st/61 (Est.)
Data Proc. (Hours)***/Data Proc. (Estimates)	8417/n.a.	8621/9632	8621/9632	6632/6025	7795
Data Proc.: Change fm. prev. qtr. (Hrs.)		<del>204</del>	2412	+ 413	+1163
Data Proc.: Change fm. prev. qtr. (%)		+ 2.4	-28.0	+ 6.6	+17.5
Hours Programmed (Est.)/Programmed TU (Actual) <small>[% of Total TU of Total TU - Leave]</small>	16404/16048	16986/16027	11880/10322	12800/10322	
BI Total TU minus Leave (Hrs.)	22524	20582	17383	16157	17360
Total TU minus Lv.: Change fm. prev. qtr. (Hrs)		-1942	-3199	-1226	+1203
Total TU minus Lv.: Change fm. prev. qtr. (%)		- 8.6	-15.5	- 7.1	+ 7.4
Data Proc./Total TU minus Leave (%)		41.9	35.8	41.0	44.9
Data Proc./Programmed TU (%)		61.5	59.9	66.0	
Data Proc. (Est.)/Hours Programmed (%)		56.7	56.3	47.0***	71.0

- \* It is also possible that data processing efficiency could be ~~improved~~ improved by revising and standardizing operating procedures in BI.
- \*\* It may be worth noting that for the last three quarters of 1960 the average estimate for data processing was almost exactly the same as the average actual time used for data processing, whereas the average estimate for "Hours Programmed" was ~~15~~ about 15 percent higher than the actual "Programmed Time-Use."
- \*\*\* This figure would have been 52.4 percent if BI had not been overprogrammed.

APPENDIX VII

STANDARD INDIVIDUAL CARD FILE ARRANGEMENT

The card file of each individual should be arranged according to a standard pattern to make possible the most efficient use of the information contained in the file and to facilitate orderly filing. Cards in an individual card file should be arranged as follows from front to back:

1. Name tab card (blue card with yellow tab), if any
2. BF card (blue card), if any, referring to a Biographic Folder (dossier), or AF card (blue card), if any, referring to a single document in the Alphabetical File
- china > 3. Information cards (white cards or pouches) chronologically from the latest date (in front) to the earliest date (in back)
- USSR > 4. Biography cards (white cards or pouches), if any, containing complete biographies as of a given date, with "Bio" jotted in at the left of the dates (which are enclosed in parentheses)
- ? 5. Photographs (glossy prints), with top of heads to left
6. Blank buff index card indicating the end of an individual card file (only where the individual card file is preceded by a name tab)

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Because the standard individual card file arrangement outlined above differs somewhat from previous practices, which did not place sufficient emphasis upon the importance of such an arrangement, some additional explanation of each point is given below.

1. The name tab card, which should always contain a complete name, should never be grouped with the other cards of an individual card file under a rubber band, since it should remain in the file tray to mark the place when the individual card file is removed for any purpose, and since it tends to become mutilated quickly when included under a rubber band. The new name tabs should be inserted as the first step in the filing operation, because they greatly facilitate the other steps in the filing operation. After the cards from the Old File and the Backlog File have been filed into the New File, a check should be made to see which additional name tabs should be prepared, because when the Old File is abolished some large individual card files will be integrated into the New File and because as the Backlog File is filed into the New File complete names will be found for many persons for whom they were not previously available.

2. The blue BF or AF card, if any, should always give the most complete name available on any of the cards in the individual card file. Transliteration errors on the BF or AF cards should be corrected as part of the filing process, since such a correction may involve moving that individual card file to another point in the file and since that card will always be the first card in the file (except for name tab cards). When this filing process is completed, there should be no AF cards in the files, since all documents are being removed from the AF File and incorporated into other files as part of this filing process.

3. Information cards are chronologically arranged according to the date in the upper right-hand corner of the cards with the latest such date toward the front and the earliest toward the back of the file. Thus, if there is no BF or AF card, the first card in an individual card file will be the information card bearing the latest such date. If the most complete name available in the file is not included on that card as it was prepared, it should be inserted in a small, neatly pencilled notation (entries in ink or colored pencil should not be made). Only white cards should be used in preparing information cards, though a few cards of other colors have been used in the past. Aside from the obvious numerical order, the following rules should be observed in arranging cards chronologically:

a. A card bearing a date consisting only of a year should be chronologically arranged as though it fell before any other date in that year, and a date consisting only of a month and a year before any other date in that month.

b. If there is no date in the upper right-hand corner, a date agreeing as nearly as possible with the date of the event or information reported should be inserted there.

c. If the date in the upper right-hand corner is not approximately the same as the date of the information or event reported, a more accurate date should be inserted in its place. The same rule should be followed for the "date prepared" entries on the old "change of position" cards (yellow cards), since the "date prepared" entries are in the upper right-hand corners, and since they frequently differ considerably from the date of the event.

d. If the date in the upper right-hand corner is not a single date but an inclusive date covering a certain period (for example, 3-12 Aug 1959, Aug-Sep 1959, 1950-51), it should be chronologically arranged according to the first part of the date only.

4. Biography cards are those that contain biographic sketches rather than miscellaneous reports or bits of information, and they should be filed just in front of photographs and just behind the earliest information card. Thus, when a card or pouch containing a complete biography is filed under a certain date, the date should be enclosed in parentheses, the notation "Bio" jotted in at the left of the date, and the card or pouch filed as explained above. Just as prepared biographies are separated from the miscellaneous reports and raw information in dossiers, it is logical that when biographies occur on cards or in pouches in an individual card file that they should be separated in some way from the miscellaneous information cards, and the above procedure provides for such a separation.

5. Photographs should be filed at the back of an individual card file with the top of heads to the left. Among the reasons for this arrangement of photos within an individual card file are the following:

a. Photos are now the first cards in an individual card file when there is no BF or AF card, and when this occurs the photos will soon be mutilated by the rubber band and frequent bending to see the information on the first regular information card.

b. The information contained on photos is soon out of date, so it is rarely of interest to anyone checking the file.

c. Only relatively infrequently is it necessary to check the files for photos, and when it is, they will be just as accessible at the back of the file as they would be in front of the information cards.

d. If the photos are placed in front of the information cards, they must be removed each time new cards are placed in the file to permit checking dates and inserting the information cards in chronological order before replacing the photos. There is a tendency either to neglect or to forget to do this, with the result that photos tend to become buried in the middle of the individual card files.

e. If the first card in an individual card file is a photo, it is more difficult to read the names when filing, since photos must be placed on their sides in the card file.

f. Photos are printed on glossy paper and frequently bear incomplete names, or names that are incorrectly transliterated. The front card of an individual card file must have the complete and correctly transliterated name inserted on it; however, making such insertions or corrections on glossy prints is not only difficult to do legibly, but also mars the appearance of photos in case they are needed. When photos are arranged at the back of individual card files, only if they are not grouped behind information cards for the same name should ink corrections or insertions be made in the name on the photos themselves.

6. When the individual card file is preceded by a name tab, a blank buff index card is inserted after the last card to mark the end of that individual card file. If no name tab is prepared to precede an individual card file, the cards of the individual card file will be grouped and no index card will mark the end of that individual's cards. The buff index cards used for this purpose should always be in the two right-hand positions. If used in the two left-hand positions the buff index cards would interfere with the reading of the name tabs, and by reversing the buff index cards in the two left-hand positions they can be made into right-hand positions. The center position of the buff index cards will be used for year markers in the New File and as alphabet tabs in the Retired File.

7. Year markers should be used to divide individual card files which are more than two inches or so thick. Buff index cards (in the center position) bearing the date of a year (or years) should be inserted in front of the information cards of the year (or years) designated.