

ASSOCIATION OF RECORDS EXECUTIVES
AND ADMINISTRATORS

Fourth Annual
FEDERAL GOVERNMENT
PAPERWORK MANAGEMENT AWARDS



Awards Presentation Luncheon

WASHINGTON-HILTON HOTEL, Washington, D. C.

TUESDAY, SEPTEMBER 24, 1968 AT NOON

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The Association of Records Executives and Administrators (AREA) is dedicated to advancement of paperwork management through education, research, training, dissemination of information, and encouragement and recognition of those who achieve excellence in this field. In presenting these awards, the Association of Records Executives and Administrators recognizes the significant accomplishments of 20 Government managers who have developed successful programs to reduce Federal Government paperwork costs. These awards will honor outstanding achievements and challenge others to reach even greater heights. I am pleased to extend congratulations to each of those receiving this coveted annual award.

ALAN G. NEGUS

Association of Records Executives
and Administrators

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AWARDS PRESENTATION

PRESIDING

ALAN G. NEGUS

Association of Records Executives
and Administrators

AWARDS PRESENTATION

HONORABLE WILLIAM J. DRIVER

Administrator of Veterans Affairs

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ASSOCIATION OF RECORDS EXECUTIVES
AND ADMINISTRATORS

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SPECIAL AWARDS RECIPIENTS

Joseph P. Burke

Post Office Department

Edward W. Garabedian

Administrative Office of the
United States Courts

Colonel John E. Moler

Department of the Air Force

James W. Purvis

General Services Administration

Terrence R. Turner

Department of Agriculture

Louis B. Williams

Department of the Navy

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"For outstanding leadership and professional
excellence in promoting effective paper-
work management in the Government
of the United States of America."

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ASSOCIATION OF RECORDS EXECUTIVES
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GOVERNMENT PAPERWORK MANAGEMENT AWARDS

NOMINEE	NOMINATING AGENCY
Francis E. Blalock	Veterans Administration
Fred C. Braun	Dept. of Health, Education and Welfare
Joseph P. Burke	Post Office Department
Charles C. Carnes	Department of the Treasury
Ernest C. Cook	Defense Supply Agency
Edward V. Garabedian	Administrative Office of the U. S. Courts
Jack L. Guthrie	Department of the Army
Lawrence L. Hopper	Department of Transportation
Clement C. Jeck	Department of the Interior
John D. Kehoe	National Security Agency
Charles F. McCullough	Atomic Energy Commission
Mrs. Agatha L. Mergonovich	Interstate Commerce Commission
Colonel John E. Moler	Department of the Air Force
Miss Gladys Nauman	Dept. of Housing & Urban Development
James W. Purvis	General Services Administration
Colonel Donald R. Smith	Department of Defense
Terrence Turner	Department of Agriculture
Louis B. Williams	Department of the Navy
Donald M. Witter	National Aeronautics & Space Administration

STAT

FRANCIS E. BLALOCK
Chief, Paperwork Management Division
Medical Administrative Service
Veterans Administration
Washington, D. C.

As Records Management Officer of the largest medical program in the United States, Mr. Blalock has succeeded in the major reduction of paperwork by physicians and allied professional personnel, enabling them to release valuable professional time for use in direct patient care.

The savings resulting from this program amount to approximately \$1.5 million annually. The overall program has reduced the volume of records holdings to the barest minimum, reduced floor space requirements for housing the records, and reduced equipment requirements to a new low.

Five major projects have contributed chiefly to this accomplishment:

1. Standardization of Records Series: Total volume of operational records in hospitals reduced by approximately 25 per cent.
2. Mechanized Filing Equipment: A \$600,000 cost reduction has resulted while realizing approximately a 45 per cent reduction in floor space requirements and a reduction in retrieval time of records from 5 to 10 minutes to less than 1 minute per item required.
3. Mounting Electrocardiogram Tracings in Medical Records: A new uniform system reduces preparation time for mounting tracings from an average of 15 minutes per tracing to less than 1 minute each.
4. Disposal of Medical Records: Over 100,000 linear feet eliminated by installation of a new microfilm system. Sale of paper from disposed records returned approximately \$130,000 to the Veterans Administration.
5. Medical Records Maintenance: Social Security numbers used as basic identifying number on all hospital patients. This plus a new color coded terminal digit filing system results in appreciable man-hour savings each month.

FRED C. BRAUN
Chief, Paperwork Management Branch
Division of Management Systems
Food and Drug Administration
Department of Health, Education and Welfare
Washington, D. C.

Significant steps have been taken in the very recent past, largely through the personal efforts of Mr. Braun, in establishing basic management programs in the areas of directives, records, reports, forms and correspondence. Through his leadership and personal contribution, the effectiveness of the Paperwork Management Branch has been advanced to a significantly higher level, qualitatively and quantitatively. He has improved the organization, staffing and branch capability; has increased the scope of operation for existing programs; and has initiated meaningful activity in programs where virtually none existed.

An administrative directive issuance system has been initiated, improved and expanded to provide a uniform system for issuing administrative instructions at the Agency level and within all bureaus and offices.

Forms management has been advanced through (1) improved instructions, (2) decentralized Reports and Forms Management Officers, (3) more systematic review of forms with resultant simplification, combining and elimination of many forms.

The Reports Management Program provides effective management control and is being expanded to cover all FDA reporting systems.

Direct contact with the Bureau of the Budget on clearance of public use reports has resulted in faster and better service while saving time and avoiding misunderstandings.

Delegations of authority are now spelled out clearly.

Records Liaison Officers have been designated for all major units within the Agency.

JOSEPH P. BURKE
Chief, Organization Standards Branch
Post Office Department
St. Louis, Missouri

Mr. Burke, as Director of the Postal Systems Division, St. Louis Regional Office, has, among other duties, the responsibility for paperwork management in the regional office and the more than 3,400 post offices and other postal units in the region. For the past four years he has been a driving force in the development and implementation of a paperwork management program in his region and in the conduct of paperwork cost reduction studies and projects.

Today the St. Louis region stands out as an example of the improvements and substantial manhour savings that can be gained through effective paperwork management. Mr. Burke's work has resulted in standardizing work methods and paperwork procedures, and in the preparation of a methods handbook recommended for use by other postal regions and post offices. The directives system developed by Mr. Burke has been adopted for nation-wide use in regional offices and post offices. In addition to implementing this program and conducting the many paperwork cost reduction studies in his own region, Mr. Burke visited other regions at their request, consulted with their officials and lectured on the program.

The Local Procurement study, through the elimination of a Standard Form and the installation of an imprest fund, is estimated to be saving more than \$200,000 annually, including a reduction in the number of administrative reviews of procurement requests from six to one.

The installation of Directives Management reduced costs by over seven man-years in the pilot post office and promises a corresponding reduction in other major post offices. Savings in the 70 largest post offices should approximate more than 540 man-years when fully implemented.

In one records cleanout campaign, Mr. Burke directed the disposition of 6,300 cubic feet of records, transferred 3,200 to the Federal Records Center, and recaptured 1,230 square feet of office space in the process.

He also discontinued 424 local forms and their related procedures and the necessary work-hours formerly used to fill in, review, consolidate, and otherwise process these forms.

CHARLES C. CARNES
Special Agent
U. S. Secret Service
Treasury Department
Washington, D. C.

In early 1961 Mr. Carnes became involved in activity relating to the Organized Crime Program--sometimes referred to in the press as "Operation Big Squeeze"--which he has handled personally, with a minimum of clerical and stenographic assistance, in addition to his multitudinous other duties.

The Secret Service, through the efforts of Mr. Carnes, has been able to relate more information to the Organized Crime and Racketeering Section, Department of Justice, than any other Federal law enforcement agency. A precedent has been set by Mr. Carnes which other agencies have begun to follow.

Since assuming the duties of his present position in 1960, Mr. Carnes has made many changes and innovations in the overall filing, indexing and related records management activities. These innovations will facilitate the ready retrieval of records concerning activities of Presidents and other items of significant value many years in the future. He was commended for the manner in which he prepared the Secret Service retention plan for records of enduring value to the Nation in a letter dated July 8, 1965, from the Deputy Archivist of the United States.

Mr. Carnes has been cited numerous times by the Director, as well as other high ranking officials of the Secret Service, for his diligent efforts in obtaining the greatest efficiency possible in records management activities.

ERNEST C. COOK
Forms Management Officer
Defense Depot Ogden
Defense Supply Agency
Ogden, Utah

As the Forms Management Officer of the Defense Depot Ogden, Mr. Cook has been outstanding in achieving high quality work and effective cost reduction in the paperwork management field. During Fiscal Year 1968, a number of paperwork management achievements were realized, of which the following are considered notable:

1. By utilizing forms design and analysis techniques, he re-designed a proposed computer form, resulting in anticipated savings of \$21,936.00 the first year.
2. By utilizing value analysis principles, he revised original specifications in order to take advantage of less costly but equally efficient material for manufacture of computer-prepared stencil labels, resulting in anticipated savings of \$47,030.40 the first year.
3. By reviewing existing labeling and marking procedures and utilization of forms analysis techniques, he determined the extent of duplication and recommended elimination of seven different labels, resulting in consolidation to six different media and anticipated savings of \$31,546.28 the first year.
4. By utilizing paperwork flow and management analysis techniques, he reviewed existing procedures and policies on ordering objectives for forms stock replenishment. He determined the advisability of increasing the ordering objective from one to three months and of using Economic Order Quantity principles to achieve a projected reduction of 550 ordering requisitions the first year for a savings of \$4,499.00. Additional anticipated savings of \$14,076.36 will result in the cost of printed forms due to unit cost reduction by ordering larger amounts.

These four paperwork management achievements represent a total anticipated saving of \$119,088.04 the first year.

EDWARD V. GARABEDIAN
Budget Officer
Administrative Office
United States Courts

Mr. Garabedian developed procedures relating to the collection and disposition of fees paid by the public to clerks of United States District Courts for the execution of passport applications. As a result thereof, the expense to applicants for passports has been reduced in the aggregate by \$50,000 annually and applicants enjoy the convenience of having to draw only one check or money order instead of two.

The issuance of several hundred thousand receipts per year and the maintenance of related financial records has been obviated. It is conservatively estimated that the Judiciary has been the beneficiary of a savings of 10,000 man hours of clerical effort without having caused an increase in the time and effort expended by employees of the Treasury and State Departments.

His efforts to arrange for an on-site examination of expenditure documents by the General Accounting Office made it possible to discontinue the submission of duplicate paid vouchers to the Administrative Office, resulting in a substantial reduction in the clerical effort involved with respect to sorting and filing of such documents and a savings of file space and supply costs.

Authorization for intra-circuit travel by the personal employees of judges and annual allotments for travel by other court personnel, reduced the volume of requests for travel authorizations by 75 percent.

Revising the work flow with respect to vouchers submitted by court-appointed attorneys for compensation and reimbursement of expenses reduced by 50 percent the handling of over 20,000 expenditure documents per year. The savings of time and effort involved resulted in a reduction of approximately two weeks in the time lag between the receipt and settlement of claims.

The adoption of a combination order form and financial affidavit of the criminal defendant, on a single page, to be used by the Courts in lieu of four separate forms (five pages) has reduced clerical time, printing costs, shipping expenses, and storage space requirements.

JACK L. GUTHRIE
Chief, Program Branch
Office Management Division
The Adjutant General's Office
Washington, D. C.

Mr. Guthrie has developed a highly effective program in the areas of correspondence and mail management and in the files documentation and disposition system with an effect on a combined military and civilian population of 3,500,000 and involving the management of some 4,000,000 linear feet of files.

In the area of correspondence management, Mr. Guthrie has developed and supervised the extension Army-wide of a program whose objective was the improvement in the quality of correspondence, the reduction in the amount of time involved in the composition and dictation of correspondence through the introduction of form and guide letters, and an increase in productivity in the preparation of correspondence through the adoption of the blockstyle format.

In the area of mail management, while Mr. Guthrie contributed significantly to the overall program for the reduction of mail processing costs, there were two outstanding examples of his contribution in this area. These were the development and adoption of the air mail command pouch system and the extension of the Post Office Department ZIP Code System throughout the Army. The former resulted in a most significant reduction in mail transit time--especially to overseas commands--and greatly decreased the need for the use of the electrical circuits.

While Mr. Guthrie made invaluable contributions in the simplification of the files documentation system of the Army--through the adoption and refinement of the Army Functional Files System--and to a program for the protection of the Army's vital records, his contributions and supervision of the program for improving communications with the Public has been of particular significance. This program--in implementation of a Presidential directive--has contributed significantly to improving the Army's relations with the American people.

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LAWRENCE L. HOPPER
Management Analysis Division
Federal Aviation Agency, Central Region
Kansas City, Missouri

Based on NARS cost factors, Mr. Hopper's recent overhaul of the Central Region's directives system has resulted in a savings over a two-year period of nearly \$2 million.

Other significant values include the sizeable reduction in directives requirements and the effective training of a staff of 40 employees to become completely "user oriented" in developing directives. Through his leadership, the more than 6,000 Central Region employees have become "paperwork conscious." He has personally conducted training courses, arranged for specialized courses through GSA, and equally important, has conducted a systematic follow-up campaign to insure that items covered in the training courses were put into operation.

In spite of continued expansion of activities in the Central Region during the past six years, Mr. Hopper has succeeded not only in controlling the total paperwork program, but in fact has made a sizeable reduction in paperwork holdings.

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CLEMENT C. JECK
Chief, Division of Directives Management
Office of Management Research
Department of the Interior

Mr. Jeck has been responsible for a long list of significant achievements in paperwork management for more than 22 years, whose combined effects have resulted in man-hour savings in the hundreds of thousands of hours and monetary savings totaling several million dollars. Several noteworthy highlights only are listed.

A reports analysis program for Veterans Administration affected some two million veterans and resulted in reduced costs per patient in addition to substantial time savings for all patients treated.

An "Encyclopedia for Business Forms" was developed and prepared for training sales personnel. Results were so marked that an invitation was given and accepted to render similar services for the Government.

The faster processing of price adjustments for the Office of Price Stabilization beneficially affected thousands of businesses in the Middle West and resulted in the lowest unit cost of handling cases in the nation.

A correspondence and forms procedures study for Internal Revenue Service speeded up processing of tax returns, eliminated much internal paperwork, and resulted in savings, if projected nationally on the basis of a sizeable pilot project, of \$5.5 million annually.

Participated in studies for the Hoover Commission on Federal paperwork management and received special commendation.

Engaged in special studies and projects for the Bureau of Indian Affairs, the Passport Office, the U. S. Department of Agriculture, and several other agencies, all of which resulted in constructive improvements, reduced costs, and improved service to the public.

An overhaul of the reports required by the Department of the Interior resulted in eliminating 18 per cent, simplifying 9 per cent, and scheduling another 9 per cent for further improvement. The minimum savings to the public is estimated to exceed \$1.5 million annually. A further review produced additional savings through elimination of 1.4 million reports prepared by the public, resulting in an estimated 1.1 million man hours with a value calculated at \$4.2 million.

JOHN D. KEHOE
Operations Analyst
National Security Agency
Fort George G. Meade, Maryland

In an important area of NSA operations, involving other Government Agencies, commercial contractors and allied nations, a classical problem existed where the increasing magnitude of operations and material resulted in each participant designing internal procedures, when in reality all could be standardized in methods and supporting paperwork to accomplish a common purpose. It was Mr. Kehoe who recognized this and mounted a coordinated effort to solve the problem on a government-wide basis. Through his leadership--with the support of the many Federal Agencies and Departments--he developed one single, highly successful technique that has effected dramatic improvements in paperwork management and in the complex of procedures and systems related to it. By his own efforts he has vastly improved and simplified an essential process in the accounting of vital materials essential to the Nation's and the Free World's security.

Monetary savings are difficult to assess since there has not been a study of the multi-agency costs under the old method; however, these known improvements have resulted from the effort since its implementation earlier this year:

1. Of the 1,200,000 sets used annually, many copies of each set previously required thirteen and now require only six.
2. Carbon insertion is eliminated because of the use of NCR paper.
3. Front and back typing is eliminated through the design of a form that includes all information on the face.
4. Fewer signatures are required.
5. Inter-agency transfers of material are simplified by eliminating multi-procedures and related forms.
6. Computer-to-computer compatibility has been attained by standardization of format and information input-output requirements.

CHARLES F. McCULLOUGH
Chief, Records Management Branch
Albuquerque Operations Office
U. S. Atomic Energy Commission

Mr. McCullough has developed and installed an orderly and effective program for managing the records of AEC's Albuquerque Operations Office (ALO) and its contractors. As Chief of the Records Management Branch since 1962, he has demonstrated outstanding leadership in gaining acceptance and application of recommended practices for simplifying record-keeping and streamlining paperwork.

Mr. McCullough has established well-defined records management programs in each contractor organization and has obtained the necessary support of Laboratory Directors and Plant Managers in making the programs effective. He has initiated a simplified classified document accountability system which has reduced paperwork and accelerated communications without jeopardizing security. Through his efforts several AEC and contractor records centers have been closed and the records transferred to Federal Records Centers. He has developed and applied effective techniques for appraising the records management performance of contractors and decreased costs in paperwork systems. Mr. McCullough has effectively controlled the acquisition of filing equipment, accelerated records disposal, and saved many clerical man-hours by eliminating unnecessary recordkeeping and document processing.

He provides records management leadership for a government-contractor complex of laboratories and industrial plants employing 30,000 persons with an annual expenditure of \$500,000,000. ALO is an immensely complicated organization with contracts and facilities extending throughout the United States. Managing its records holdings of 156,000 cubic feet containing millions of classified documents of great sensitivity involves a broad knowledge in the fields of weapons and research and development, skill in contractor relationships, and a high degree of administrative ability.

Under Mr. McCullough's leadership, ALO is disposing of more records than it is generating; significant personnel reductions (from 39 to 21 in the last ten years) have been made by the elimination of unnecessary and duplicate recordkeeping and simplification of mail and document handling; records centers have been closed and others are scheduled for closing; and filing equipment procurement has been reduced to a minimum. These and other actions have reduced paperwork costs by more than \$1,000,000 annually.

MRS. AGATHA L. MERGENOVICH
Assistant Chief
Section of Administrative Services
Interstate Commerce Commission

Since 1959 Mrs. Mergenovich has made a substantial contribution and impact on reducing the paperwork burden for the Interstate Commerce Commission. She has provided the necessary expertise, leadership, guidance, and imaginative yet practical thinking which have produced real results and proven cost savings for the Commission.

Mrs. Mergenovich has developed and installed a system for automating copy preparation of Commission decisions which has produced recurring annual savings in excess of \$50,000 through the reduction of printing costs.

Her efforts in the area of records disposal programs resulted in the destruction or transfer of more than 86,000 cubic feet of records. This released 375 file cabinets and over 6,000 cubic feet of steel shelving. In the area of paperwork reduction, she has achieved a reduction of reports filed by carriers of more than 450,000 annually and the elimination of 22,000 pages of data from annual reports to be filed. This reduction enabled the Commission to discontinue the preparation and printing of 110 publications and to substantially reduce the number of pages in continuing publications.

Current efforts to reduce the number of pages, reports, and filings to be made by carriers and case participants have resulted in savings of more than 10,600 man-hours per year with substantial reductions in printing costs, and a reduction of more than 800,000 pages of reports and pleadings for the industry.

COLONEL JOHN E. MOLER
Director, Personnel Data Systems
U. S. A. F. Military Personnel Center
Randolph Air Force Base, Texas
Department of the Air Force

Colonel Moler, through superior leadership and untiring effort, has provided an improved personnel data system for management of approximately one million military personnel. Functional managers worldwide now have available accurate and timely personnel data for use in managing this force. By using mechanized data, the functional manager limits paperwork to the essential minimum.

Through the use of mechanized procedures, paperwork has been substantially reduced in the Air Force personnel system. Examples of paperwork savings are as follows:

1. The Airman Military Record was reduced by 50 percent from a four page to a two page form for 800,000 airmen, eliminating the necessity for maintaining much of the personnel data manually, and reducing the requirement for filing and for storage space by half. A similar reduction was made of the data manually maintained on the Officer Military Record.
2. A mechanized Leave Authorization Record eliminates leave orders, provides the individual a leave authorization document, furnishes a mechanized record of leave, and provides input for leave balancing, resulting in an accurate record of leave with the consequent savings in Government funds.
3. A Mechanized Health and Immunization Record eliminates many manual processes, numerous forms, and reduces workloads.
4. A series of base level products are automatically produced by computers. Practically every aspect of Personnel Management at base level is served with these automatic products which eliminate an extensive variety and great numbers of manually prepared reports.
5. The traditional, manually prepared morning report has been eliminated.
6. The entire series of officer summary reports has been discontinued.

MISS GLADYS NAUMAN
Chief, Records and Forms Management Branch
Department of Housing and Urban Development

During the past 18 months Miss Nauman was able to reduce records holdings 16 per cent, which approximated 32,000 cubic feet of filing space and the actual release of 541 file cabinets. The savings in equipment and floor space is estimated to be \$300,000.

She recommended and caused to be installed a unique open shelf file system for forms in each regional office. The resulting savings in equipment and floor space approximated \$13,000.

She has established a Department-wide forms management program to insure that all necessary forms and related procedures are developed and designed to promote an efficient program; eliminate unnecessary and duplicate forms, consolidate those serving a similar function and achieve economy in forms design, printing, storage and distribution. At present this part of her program is not completed and a firm estimate of savings has not yet been determined, but savings in the thousands of dollars will be realized.

Miss Nauman's talents have also spilled over into the area of mail management, which included a study of interdepartmental mail handling practices and remedies for improvement: an issuance directed to insure full compliance with ZIP code requirements and a study with recommendations to assure the expeditious handling of Congressional and White House correspondence.

JAMES W. PURVIS
Digital Computer Planning Specialist
Federal Supply Service
General Services Administration

Mr. Purvis has made a significant and unique contribution to the paperwork management field. He designed, developed, implemented, and directed a major computer oriented paperwork processing system known as the Tariff Data File System as direct support to the "Kennedy Round" international trade negotiations of the United States with other nations. The paper workload to support these negotiations was staggering and could not have been accomplished with conventional paperwork processing methods. The ADP system Mr. Purvis designed not only met and exceeded all negotiation processing deadlines, but placed the United States in a strong bargaining position in the world trade market. Aggregate export dollar value advantages to the United States exceeded \$60 million in two areas alone. The system Mr. Purvis developed also saved an estimated \$2.5 million in cost avoidance, by utilizing an ADP approach in lieu of conventional paperwork processing methods.

Mr. Purvis has made substantial contributions to the paperwork management area in Government while employed at both the U. S. Department of Agriculture and at the General Services Administration. He represents a new breed in paperwork managers since he has successfully married both the conventional paperwork management techniques with dynamic computer concepts to produce imaginative innovations in the paperwork management area in the interest of economy and efficiency.

LIEUTENANT COLONEL DONALD R. SMITH, USAF
Military Secretary for the Plans and Policy
Directorate
Organization of the Joint Chiefs of Staff
Department of Defense

In 1965 Colonel Smith attacked the problem of disposing of highly classified documents, numbering approximately 100,000, which had accumulated for more than 7 years. By the existing methods of destruction, over 4,000 man-hours would have been required simply to remove this backlog. At the same time, similar accountable documents were entering the system at the rate of 4,000 per month.

The installation of an inexpensive improved system eliminated the sizeable backlog in approximately two years. This not only removed the requirement for an additional position, but allowed the transfer of one existing position to another agency. The quantifiable direct saving was \$7,500 per annum on a recurring basis. In addition, the opportunity for human error was virtually eliminated which became an increasingly important consideration as the rate of accession of new documents rose. Finally, the diversion of attention and effort from destruction to researching services resulted in considerably more efficient overall operation. Since its inception in 1965 the automated destruction process has expanded to handle 50,000 documents per year and could readily accommodate a further increase of 50 percent without additional personnel or equipment.

While this procedure exemplifies the methods introduced by Colonel Smith for processing more than 300,000 classified documents per year, it is by no means unique. His total modernization effort is an ongoing example of applying new techniques and procedures for optimum effect.

TERRENCE R. TURNER
Director, USDA Management Data Service Center
Department of Agriculture
New Orleans, Louisiana

Mr. Turner has pioneered and developed new techniques in the use of magnetic computer tapes in lieu of paper documents. He has recognized the value of microfilm as a means of eliminating paper records and costly storage space. He has accomplished vast reductions in paperwork not only within the Department of Agriculture, but also with other Government agencies, such as the U. S. Civil Service Commission, the Internal Revenue Service, Treasury Department Disbursing Offices and Social Security Administration through his maximum use of computer tape.

The automated payroll, personnel, and financial analysis project (MODE), for which he has been largely responsible, has saved to date a total of \$1,628,500. Approximately \$830,000 of this amount is attributable to the development, growth and maximum use of the present computerized system over the cumbersome and expensive manual operation. The balance of \$798,500 consists of additional savings realized from new ideas, techniques and refinements accomplished under the leadership, guidance and efforts of Mr. Turner. These amounts are first year savings and are expected to continue.

Mr. Turner has made important contributions to the success of a Department-wide common services, computerized integrated payroll, personnel, leave and financial reporting system. Through his efforts the system has been recognized throughout the Federal Government as a landmark approach to administrative operations.

LOUIS B. WILLIAMS
Director, Material Technical Programs Staff
Naval Supply Systems Command
Department of the Navy
Washington, D. C.

The scope of Mr. Williams' accomplishments encompasses all echelons of the Federal Supply System and its world-wide logistic operations. Among other things, he developed a plan to implement the Progressive Refinement of Integrated Supply Management (PRISM) which resulted in the publication of a single Navy Management Data List. An extensive study is now under way to reduce this entire system to a micro-form system, which will increase the savings in time and money.

The Assistant Secretary of Defense (Installations and Logistics), in full recognition of the problems that existed between the Military Services and the Defense Supply Agency, requested that a study be conducted of the Military Service/Defense Supply Agency interface. This study was referred to as PRISM. PRISM contained many recommendations dealing with supply management improvements. One PRISM recommendation, which was adopted by the Defense Supply Agency and the Military Services, required that the Military Services prepare a single Management Data List (MDL) and that it be prepared centrally by one service activity. In addition, the Defense Supply Centers would plan to discontinue preparation of their MLs (Management Lists) since these MLs overlapped and duplicated the service prepared MLs.

The cancellation of Navy requirements for Defense Supply Center MLs has resulted in savings of \$65,000 (cost to the Navy for printing Navy's Defense Supply Center ML copies). Overall savings in manhours and costs are extremely sizeable and reach into all Defense Agencies.

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DONALD M. WITTERS
Head, Configuration Management & Documentation Office
Goddard Space Flight Center
National Aeronautics and Space Administration

Mr. Witters, a Mechanical Systems Engineer on the Orbiting Astronomical Observatory Project, developed and implemented a Computerized File System to systematically process over 8,000 documents per year. He also developed and implemented the associated Action Item and Parallel Information Systems for this major project.

At the same time, Mr. Witters developed and implemented Configuration Management procedures for the identification, documentation accounting, systematic technical evaluation, and approval of changes to all end-items of hardware and computer programs (software) on OAO. These procedures ensure that all applicable engineering changes are reviewed in a systematic manner to determine their validity and impact. The system provides that all affected parties are cognizant of such changes and that they have a voice in the decision-making process. The system is designed to allow responsible project performance, schedule impact, and cost analysis.

The Goddard Space Flight Center has imposed a similar Configuration Management Policy and is currently recommending adaptation of technical documentation consistent with the objectives developed for OAO by Mr. Witters for all GSFC satellite projects.

The automated Technical Documentation and Configuration Management Systems implemented on OAO have provided the in-depth management visibility necessary to maintain a fixed launch schedule which coordinates the efforts of many contractors, NASA and other Government agencies. The rewards of these systems are subjective in that they provide greater probability of mission success and prevent extremely large holding costs resulting from schedule delay in any area which impacts the overall project schedule.

The measurable results in terms of the several thousands of dollars associated with reduction of clerical personnel, fifty percent reduction of on-site records, file cabinets and the like, are insignificant when compared with the prime objective of efficient and effective management of a multimillion dollar scientific satellite project. The automated Technical Documentation System and Configuration Management System implemented on OAO have provided the in-depth management visibility necessary to maintain a fixed launch schedule which coordinates the efforts of many contractors, NASA and other Government agencies. The holding costs resulting from schedule delay in any area are subjective but astronomical.

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PAPERWORK MANAGEMENT AWARDS



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For almost 50 years the Administrative Management Society has, as its principle purpose, encouraged and provided continuing insight towards the development of more effective management in business and government. In presenting these awards the Administrative Management Society recognizes the significant accomplishments of 16 government managers who have developed successful programs to reduce Federal Government paperwork costs. These awards will focus public attention on the degree and extent to which excellence exists among government managers. I am pleased to extend congratulations to each of those receiving the AMS Award.

R. W. BALL

International President

Administrative Management Society

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AWARD PRESENTATION

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International President

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AWARDS PRESENTATION

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INTRODUCTION OF SPEAKER

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PRINCIPAL ADDRESS

HONORABLE WILLIAM J. GREEN

Committee on Post Office and Civil Service

United States House of Representatives

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A W A R D S R E C I P I E N T S

Joseph A. Anderson
Department of the Air Force

Albert J. Francis
Department of the Treasury

Ralph G. McIntyre
Department of Agriculture

John G. Miller
Veterans Administration

Herbert L. Tash
National Aeronautics & Space Administration

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The Administrative Management Society is a professional society of 15,000 administrative managers organized into 178 chapters in the United States and 400 chapters in 100 countries throughout the Free World.

Its purposes are to promote improved management and administration in business, government and other organizations through various educational processes.

The Society maintains World Headquarters in Willow Grove, Pennsylvania.

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*"For outstanding leadership and professional excellence in promoting
effective paperwork management in the government
of the United States of America."*

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ADMINISTRATIVE MANAGEMENT SOCIETY
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Mrs. Maxine B. Hayes	Department of Health, Education and Welfare
Mrs. Mary M. Hines	National Security Agency
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JOSEPH A. ANDERSON

Manager, Air Force Technical Order System

Department of the Air Force

Washington, D. C.

Mr. Anderson is manager of the Air Force Technical Order System which provides the instructions for operating, maintaining, repairing and modifying all aircraft, missiles, communications and electronic systems, and supporting equipment used by the United States Air Force. The wide variety of weapon systems and equipment in the Air Force inventory, coupled with the ever-increasing technical complexity of the hardware, poses a monumental challenge to the Air Force to provide adequate, timely, brief, understandable, yet comprehensive instructions to operate and maintain the equipment properly.

Mr. Anderson's improvements in the system enabled more than 300,000 maintenance personnel in the Air Force to receive timely and effective support for operational missions. He has directed programs to assure that technical specifications require essential data preparation and that duplication is avoided. He has directed programs providing for the joint utilization of technical data between the services, thereby avoiding duplicate costs. A computer file has been established to affect the cross-servicing arrangements. In addition, distribution of technical orders have been converted to a computer controlled system. Using activities receive only those publications essential to performing their mission. Air Force technical orders are produced in loose-leaf form to facilitate constant technological changes thus providing the user with current information in the most usable form.

Under Mr. Anderson's direction improved packaging of technical information to coincide with tasks and skills of the users and with levels of maintenance provides maintenance specialists with data tailored to their needs. Less printing is required, with attendant savings in printing costs. Where feasible, computers and other machine methods have been employed to accomplish tasks faster, more efficiently, and more economically. Audited savings of \$17,637,500 have been realized during fiscal years '64, '65 and '66 as a result of Mr. Anderson's efforts.

His efforts have achieved better paperwork management and elimination of paper documents. Mr. Anderson is constantly engaged in analyzing or testing new techniques for data presentation and dissemination. He has contributed immeasurably to the highly effective operational performance of the billions of dollars worth of material on which the capability of the United States Air Force is built.

WILLIAM P. BARNHART

Assistant Chief, Insurance Claims Branch

Maritime Administration

Department of Commerce

Washington, D. C.

As Assistant Chief, Insurance Claims Branch, Maritime Administration, Mr. Barnhart has reviewed and consolidated voluminous marine insurance claims records, accumulated from World War II and the Korean conflict, thus providing timely handling of insurance claims, and more efficient utilization of space. The improved internal channeling of claims matters has had a salutary effect on seamen claimants; has provided prompt informative data to numerous congressional offices; and has contributed in terms of efficiency and cost reduction to the operations of insurance brokers and Government agencies frequently involved in marine insurance. He also devised several forms and developed a series of form letters, the use of which has resulted in reduced correspondence costs in the Maritime Administration and other Government agencies.

Mr. Barnhart recently completed the compilation of source material involving decisions, interpretations, and clarifications of rulings of the former Maritime War Emergency Board. This compilation has been bound and placed in the National Archives for permanent retention. The rulings of the Maritime War Emergency Board are of great importance since they are incorporated in the current agreements of the seamen's unions engaged in the Viet Nam conflict. At Mr. Barnhart's instigation, Certificates of Presumptive Death, issued by the Maritime War Emergency Board covering the presumed death of seamen lost aboard vessels during World War II, were accumulated and centrally filed in the Division of Insurance. As a result, requests now being received from the public for settlement of estates, verification of death for pension purposes, clearance of land titles, etc., are expeditiously processed with resulting good public relations. Mr. Barnhart has recently recommended to the Department of Justice and the Coast Guard use of a form letter which would streamline procedures for attorneys representing the United States in litigation brought by seamen.

Mr. Barnhart's continuing efforts toward better paperwork management have resulted in inestimable savings in professional, stenographic and clerical man hours and have contributed immeasurably to good public relations.

RALPH V. BUTTON

Records Officer

Atomic Energy Commission

Richland Operations Office

Richland, Washington

As Records Officer, Mr. Button has achieved an effective records management program when at times he was presented numerous complex and frequently unique problems. During 1965 and 1966 the performance of the AEC programs at Richland, Washington was changed from a single to a multi-contractor operation. Seven new cost-type contractors were engaged to operate the plutonium production and research and development facilities formerly operated by one large scale contractor. This action had a profound impact upon the records management program. Mr. Button applied himself to the situation and within the two year period that the Hanford Plant was changing from single to multi-contractor operation, a records manager was appointed for each contractor; orientation and training were given; local standards, procedures and policy guides were developed as were inventory records and disposal schedules. Vital records were identified and protected on a current basis. Under his leadership the total Richland Records Program proceeded efficiently and effectively, enabling the Hanford Plant to maintain its position of leadership in the records management field concurrently with effecting the transition.

Mr. Button was largely responsible for promoting the establishment of sound records program and the personal training of the staff and clerical employees. In addition, Mr. Button coordinated and promoted a recent AEC Clean-Out Campaign for the Richland AEC office and its contractors. This program helped reduce records in active office files by 22½% and in making available 143 filing cabinets for re-location to other areas. Mr. Button vigorously promoted the utilization of microfilm aperture cards for handling and use of engineering drawings. This program was later adopted for use throughout the AEC. His continuing records management appraisals of contractor and AEC performance resulted in a steady improvement in the quality of the Hanford Records Program. His study of the central filing system in use by the Richland AEC office led to its elimination, thus saving money and time through reduction of duplicate files and costs.

Mr. Button has demonstrated every quality of leadership, good judgment, dedication and perseverance that produced both tangible and intangible results. The calibre of AEC and contractor performance in the records management field at the Hanford Plant has saved the government many dollars and facilitated efficient operations. These achievements are largely the results of Mr. Button's personal efforts.

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FORREST H. DOUCETTE

Director, Fleet Coordination Division

Naval Supply Systems Command

Washington, D. C.

For a number of years, the supply and accounting procedures in use by ships have not provided an effective means of recording and transmitting supply and financial data on a standardized basis to the Type Commander and the Fleet Commander. Efforts to develop a means of accumulating this essential data and eventually reducing the accounting and reporting workload requirements in ships resulted in the creation of the Afloat Consumption, Cost and Effectiveness Surveillance System (ACCESS) by Captain F. H. Doucette.

ACCESS is unique in that it is the first computerized information gathering system designed by the Fleet to meet current needs. In summary, ACCESS is designed to provide all essential supply and financial management information required by the Type Commander for improving decision rules effecting supply readiness, funding, and shipboard inventory control. Need for the information provided by ACCESS has existed for many years. ACCESS, as created by Captain Doucette, provides an economical means to collect and summarize this data.

The principal benefits of ACCESS derive from the specific uses that the Fleet is making of ACCESS: The wide range of data available in the ACCESS data bank has virtually eliminated the need for crash studies in the supply and financial area; ACCESS has obviated the need for extensive files of reports and other back-up data; detailed ledgers and files used to record budget information manually have been eliminated as a result of ACCESS; a great deal of unnecessary correspondence and paperwork is avoided; the Quarterly Supply Status Report, previously prepared manually, was mechanized resulting in a further reduction in shipboard paperwork.

By creating ACCESS he has established a Fleet-wide Management Information System. Captain Doucette's hard work, together with his original and imaginative thinking, were the principal factors responsible for the creation of ACCESS. He was responsible for the success of ACCESS, starting with its conceptions continuing through its development state, and finally resulting in its Fleet-wide implementation. Through ACCESS, Captain Doucette demonstrated how a successful manager can control paperwork to cause an organization to become more efficient.

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ROBERT L. EVELSIZOR

Chief, Hose, Piping & Fittings Branch
Defense Construction Supply Center
Columbus, Ohio

In his present position, Mr. Evelsizor was responsible for the mechanical processing of Military Supply Standards. Prior to the installation of the process, preparation of Military Supply Standards were made by manual sorting and comparison of technical and supply management data contained on record study cards, copying lists and typing to obtain missing data and typing of the actual document. It has been estimated that four hours per item were expended in research, sorting and copying to produce the final product.

Mr. Evelsizor successfully inaugurated an automated method using the computer and EAM equipment. A program was written for the computer to produce tailored machine listings to assist in the search for missing data on any segment or class to be studied. A method was devised to code technical characteristics for easy entry onto a standard 80 column keypunch guide. General purpose EAM cards are then punched from the guide, and machine sorted on comparable technical characteristics to produce small family groups of like items by name, style, material, size and all other salient details of description and use. An accounting machine print-out permits an Equipment Specialist to review these small groups and make standardization decisions directly from the run. Standard items are clearly defined; "gold plated", special purpose, and sub-standard items are readily recognized and classified accordingly. The "hard copy" is then reduced to 8 x 10½ inch size, printed, and distributed to all interested Department of Defense activities for concurrence in standardization decisions.

Mechanical processing of Military Supply Standards provides a uniform format, assures inclusion of pertinent characteristics in studies to facilitate review by the military services and in final published standards. EAM listings in clear legible format eliminate the hand-written studies, lists and indexes, and reduces greatly or eliminates errors which occurred in manual methods and typing. Productivity has increased four times in some Federal Supply Class studies and overall productivity is expected to be at least double. Mr. Evelsizor's efforts have resulted in a savings of \$3.70 per line processed for a total savings of \$114,700 for FY 1967. Because of benefits and economies gained, *other agencies* throughout the Department of Defense are adopting similar methods.

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ALBERT J. FRANCIS, JR.

Assistant Director, Division of Inspection and Control

Bureau of Customs

Washington, D. C.

As Assistant Director, Division of Inspection and Control, Bureau of Customs, Mr. Francis was one of a special committee in the Treasury Department established in June 1966 to eliminate all unnecessary red tape paperwork inhibiting our import and export program. Simultaneously, Mr. Francis was appointed chairman of a special work group in the Bureau of Customs. This group reviewed and analyzed 536 official customs forms, including 181 forms on which information is furnished directly by the public.

Eighty-nine forms, 11 of which are forms completed by the public, have been officially eliminated. Final implementation of various projects will result in the elimination of an additional 167 forms, 74 of which are completed by the public. This entire project will result in a reduction of 1,324,000 pieces of paper each year within the Bureau of Customs and 566,000 pieces of paper prepared by the importing and exporting public. This will provide an overall estimated annual recurring cost avoidance to the Bureau of Customs of approximately \$341,000 and an additional annual recurring savings to the public of approximately \$138,000.

The Customs work group headed by Mr. Francis also assisted the nine Customs regions in eliminating over half of the local forms designed for use only within their regions. This effort resulted in the elimination of approximately one million pieces of paper at an estimated cost avoidance of approximately \$100,000.

Mr. Francis' work group, under the sponsorship of the Treasury Department sponsored a contest for employees of the Bureau of Customs, stressing the importance of immediately reducing unnecessary red tape paperwork. Cash awards totaling \$8300 were distributed to 33 winners, based on an anticipated cost avoidance to Customs of approximately \$198,000.

The efforts of Mr. Francis, his outstanding leadership and professional excellence in promoting effective management of paperwork represents a major benefit to the Bureau of Customs, The Treasury Department, the Federal Government, and the importing and exporting public.

JOSEPH M. GLYNN

Chief, General Services Branch, Region II

Department of Housing and Urban Development
Philadelphia, Pa.

Mr. Glynn came to Region II of the Department of Housing and Urban Development in June 1963. Since his transfer, the entire operation and physical inventory of the General Services Branch has been streamlined for a more efficient and effective job throughout the Regional Office. New systems have been initiated and new equipment installed in a continuing process of improvement and modernization. After setting up a high-level policy committee for the purpose of promoting excellence in paperwork management, he devised and conducted a series of training sessions for secretaries, stenographers and typists. This actually is the "key" group in matters of records control, and a group according to Mr. Glynn overlooked in most agencies. In rechanneling the flow of paperwork in the Regional Office, Mr. Glynn eliminated stop-gaps which previously clogged the system, created backlogs, slowed processing and delayed action.

Mr. Glynn's efforts have produced sharp cutbacks in the volume of paperwork. Incoming, outgoing, and inter-office communications cover a less circuitous route, and the production and multiple-retention of file copies has been drastically reduced. In addition retooling for printing and duplication by modern methods has completely eliminated manual reproduction of correspondence and other documentation. Significant savings in time, labor and space have been effected to produce continuing and increasing benefits on a daily basis.

Mr. Glynn has made a great number of major contributions to paperwork management in the Department of Housing and Urban Development. His modernization of methods, procedures and equipment have raised the overall level of efficiency in the Regional Office to a significant degree. His methods have resulted in an operational savings of approximately \$200,000 annually plus substantial savings which are going to result automatically from major improvements in methods and operations.

MRS. MAXINE B. HAYES

Chief, Management Analysis Services

National Communicable Disease Center

Washington, D. C.

As Chief, Management Analysis Services, Mrs. Hayes provides the entire Center with a broad spectrum of management analysis services. Her responsibility includes organization and methods; policies and procedures; delegations of authority; records, issuance, distribution, correspondence, forms and committee management; and the security program for the Center.

Mrs. Hayes has demonstrated considerable professional administrative competence in finding new ways to reduce paperwork and lower operating costs at the National Communicable Disease Center.

Many of the diversified management programs centered in her office (organization and methods; policy and procedures; delegations of authority; security program; and records, issuance, distribution, correspondence, forms and committee management) have been developed and implemented under Mrs. Hayes' guidance. Such broad management programs have been carried out in a highly successful manner in spite of many unusual difficulties; i.e., complexities within the NCDC operation, widespread dispersal of personnel and programs, and the spectacular growth of the Center during the past seven years. In all of the management areas under her direction, she has met the challenge of keeping paperwork down to a manageable minimum.

Mrs. Hayes, through her outstanding leadership in records management, has been able to reduce the Center's records holdings by approximately 6,000 cubic feet, notwithstanding the fact that the number of file stations doubled and official records and reference files were almost tripled with the spectacular growth of NCDC.

Realizing that paperwork management and proper maintenance of records required continuing education, Mrs. Hayes developed and implemented training courses which have trained approximately 500 employees in the creation, maintenance, and disposition of NCDC records.

Emanating from recommendations made by Mrs. Hayes and a study which followed a 1965 fire which destroyed and water damaged 34 cubic feet of valuable research records, the Center undertook its first microfilming project designed to provide security for research records. Undoubtedly, this has paved the way for greater application of this technique. Her proficiency has resulted not only in better administrative services to the entire Center, but also is an assurance that, to the extent possible, valuable research records are protected from natural disaster.

MRS. MARY M. HINES

Chief, Paperwork Management Branch

National Security Agency

Fort George G. Meade, Maryland

Mrs. Hines has served as Chief, Paperwork Management Branch since 1961, and in this capacity has effectively directed the formulation and operation of a fully integrated paperwork management system encompassing forms, reports, files, filing equipment, records disposition and vital records. Under her guidance, positive measures were taken for a more dynamic approach to paperwork management through program promotion and the application of advanced interrelated management concepts and techniques.

One of the more recent accomplishments in her overall program was the development of the Agency's four functionally oriented Records Disposition Schedules to replace twenty-two organizationally oriented schedules. The primary objectives of the new schedules were to eliminate dual record retention within and outside the Agency, to accelerate records disposition, to recognize tapes as records, and to provide a basis for an integrated data-processing system for the periodic reevaluation of record holdings. During the first year of their use, the new schedules brought about an 18 percent increase in records retirement, and today over 51 percent of NSA record holdings are in off-site, inexpensive center space, rather than in prime office areas.

During the past year, Mrs. Hines was instrumental in devising an expanded and expandable ADP system of forms management called FOMICS, (Forms Management Inventory Control System). Built into the innovated system are certain integrated processing features that will assure a complete, comprehensive analysis of Agency forms. The new mechanized system will provide paperwork and supply managers with a single, authoritative source of information on the volume and types of approved forms, as well as their consumption rates and production costs. This should prove to be one of the most important management information tools developed for the purpose in the Agency.

In 1966 as a result of the various paperwork management innovations instituted by Mrs. Hines, total cost reductions amounted to approximately \$310,000 — representing a 2½ to 1 return on investment.

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VICTOR KOVANICH

Program Arrangement Officer

Agency For International Development

Washington, D. C.

Mr. Kovanich has served as Program Arrangement Officer since December 1966. As an additional responsibility he served as AID Records Management Liaison Officer. Under a reorganization program, the Office of International Training became responsible for directing and coordinating the Participant Training Program. Four regional branches were created so that each would develop programs in all fields of training for participants from the world region it served. Consequently, Mr. Kovanich's duties as Records Liaison Officer required him to insure the complete rearrangement of Participant Training Files and Records to achieve the objectives of AID Records Maintenance and Classification System.

By developing and implementing a paperwork cost reduction and records management improvement program in the Office of International Training, Mr. Kovanich has reduced by 678 cubic feet the amount of records and equipment used. An efficient and uniform file system has been installed and is being maintained on a current basis. Under his guidance and instruction, files and records with the Office of International Training were surveyed, disposal schedules established and filing methods simplified and systematized. Savings of over \$250,000 were realized through filing cabinets and office space made available for reuse through records destruction or transfer to Federal Records Centers.

Mr. Kovanich achieved within the Office of International Training substantial savings in costs, man-hours, and equipment and greatly facilitated the management of the entire Participant Training Program.

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RALPH G. McINTYRE

Chief, Property and Supply Management Division

Department of Agriculture

Washington, D. C.

As Chief, Property and Supply Management Division, Mr. McIntyre has pioneered program development within the Department of Agriculture. Mr. McIntyre's contributions to management improvement range over the whole field of paperwork management. His contributions are government-wide in significance. They were achieved through his unique ability to discern management areas in need of attention and to determine which areas offer the greatest potential for savings of money, time, man-power, or equipment.

Mr. McIntyre initiated studies on the comparative costs of servicing office machines under service contracts and on a per-call basis. By initiating a policy of servicing all office machines on a per-call basis with a few exceptions, savings of over \$250,000 annually resulted. Projected savings for the government will amount to several million dollars.

Photocopy paper negotiated for under GSA contracts ranged widely in price. Mr. McIntyre showed that all these papers were essentially the same and directed that only the lowest cost paper be used in Agriculture. Savings to USDA exceed \$60,000 annually—savings to the U. S. Government are estimated by the using agencies at \$1 million plus.

Mr. McIntyre made arrangements with military bases that had excess government equipment in storage to make use of this material. The result was an increase in the amount of excess government property put into use by the Department—an increase of \$19 million worth over the past 3 years. This doubled USDA use of such property. Mr. McIntyre instituted a system of central control in ordering office machines. Result—maximum discounts even on orders for a single machine with savings of over \$129,000 annually.

Mr. McIntyre's achievements have attracted not only Government-wide attention but have generated many inquiries from private industry expressing keen interest in his cost-saving ideas for office management. The programs Mr. McIntyre has initiated will realize a substantial long-term savings to both Government and private industry. His achievements are of national significance.

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CHARLES E. MIDDLETON, JR.

Management Analyst

Office of Administration & Management

Department of Labor

Washington, D. C.

Mr. Middleton, a Management Analyst in the Office of Administration and Management of the Labor Department, has the assignment of developing and implementing a records management program within the Administration. Starting in June 1965, Mr. Middleton independently began the development of a comprehensive system for the control of records accumulated by the Labor-Management Services Administration. Since the bulk of total record holdings consisted of reports which are filed periodically by segments of the public, and related correspondence, the emphasis of the system was placed primarily upon the systematic management of records accumulations. The broad goal of his task was to isolate and preserve for the varied governmental and public users those documents which reflect most adequately the work and products of the LMSA, and to achieve this in an economical, effective manner.

Using a basic premise that an effective paperwork management program is one that integrates the various facets of the whole operation, i.e., identification, location, maintenance, retention and disposal, and assigns responsibilities for each, Mr. Middleton guaranteed complete coverage of the full scope of the problem. This produced an end product which is meaningful, useful to all, and considered optimum in terms of economy and efficiency as well as effectiveness. Mr. Middleton studied the relationship between the records of each office and its functions, its role with regard to other internal and external organizations, and the policies that governed operations. He categorized and described the records within the functional context of the using office. Finally, he established record retention standards. These standards reflect the diverse and extensive efforts which Mr. Middleton made.

As a result of Mr. Middleton's efforts, there is now system, procedure and order where none had existed before. As a result, tangible savings in excess of \$4,700 have been realized. The system ensures the selection of equipment better suited to operating needs. Appreciable savings in office space also have resulted from the transfer of over 1400 cubic feet of Agency records to a Federal Records Center and the destruction of more than 3300 cubic feet of documents since July 1965. Standardized paperwork procedures have been developed for all field activities of the Administration. This includes the adoption of uniform instructions that transcend major organizational lines.

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JOHN G. MILLER

Director, Contact and Administrative Service

Veterans Administration

Washington, D. C.

Mr. John G. Miller, Director, Contact and Administrative Service, has overall responsibility for the Department of Veterans Benefits records management program—one of the largest in the Government. One of the larger segments of the department's records holdings is the veteran's claims folder. As of July 1, 1964, there were 19-million claims folders occupying 500-thousand feet of prime office space in 57 VA regional offices. The annual rental value was \$2-million.

Early in 1964 Mr. Miller organized a group to study the problem at hand. Under his outstanding leadership, a revolutionary plan was developed which involved the separation of these records into active and inactive segments—the inactive segment to be moved to warehouse-type centralized location. The unique part of the centralized concept was the organization of a processing unit which would take certain non-adjudicatory action at this location without returning the folder to a regional office. It was developed that under his concept that there not only would be a 50 percent space savings, but service to the veteran would improve, plus increased productivity in records processing in regional offices.

The project was approved and the first phase—the separation of records in 53 VA regional offices—was completed in May 1965. This phase validated early study projections. It also accomplished two objectives: First, it allowed the transfer of the inactive segment to less-costly space; secondly, it increased manpower utilization in the active segment.

The second phase of Mr. Miller's plan became a reality with the establishment of the Records Processing Center at St. Louis, Missouri, on a "test" basis on March 21, 1966. Three-million less-active records were relocated at the Center during the test phase. Every projection was met or exceeded and the test successfully concluded on September 21, 1966. The Records Processing Center was made a permanent installation as of that date.

As of the end of the 2nd Quarter, FY '67, 5.2-million folders (38.8%) had been relocated. Eighty-thousand square feet of space had been released for better use; rental value per year—\$342,000. In addition to space savings, procedural refinements and increased productivity in regional offices resulted in a savings of \$254,540 during FY '66 and \$127,000 during FY '67. Actual total savings at mid-point of the folder relocation phase—\$723,540. Savings in space will accrue as the relocation project progresses and are projected as follows: End of 4th Quarter, FY '67—45,000 additional square feet of space will be released at a rental value of \$214,000—with full activation of the Center during the 4th Quarter, FY '68. Thirteen-million folders will have been relocated for a grand total of 210-thousand square feet of space released at a rental value of \$887,179 per year.

Mr. Miller's contribution to paperwork management through his outstanding leadership has resulted in better service to veterans and their dependents, improved manpower utilization in records handling and space savings. Mr. Miller's contribution has Government-wide impact and is nationally significant in scope, and should be an inspiration to others in the paperwork management field.

SEYMOUR J. POMRENZE

Chief, Systems Branch, Office Management Division

Department of the Army

Washington, D. C.

As Chief of the Office Management Division's Systems Branch, The Army Adjutant General's Office, Mr. Pomrenze has responsibility for the agency-wide training program in paperwork management.

Mr. Pomrenze has developed a highly effective training program in the traditional areas of paperwork management, reaching a combined military and civilian population of nearly 3,500,000 and involving the management of some 4,000,000 linear feet of records. This exemplary performance of duty has been enhanced, moreover, by the unique contribution he has made in devising and adopting new training techniques and methods and in extending the scope of paperwork management training into new areas of concern.

A basic problem was to reach all levels of responsibility — from top level executives to the clerks — wherever located — from the Pentagon to a company headquarters in Viet Nam — at a feasible cost. His solution was to devise methods which would make use of the existing training structure, the Army Service School complex, for both resident and extension course instruction in paperwork management subjects. Thus over 35,000 persons have been exposed to orientation and training annually, since the systematic establishment of the Army Records Management Training Program at the Army Service Schools.

He made additional on-site training available by developing the use of television recordings as a training medium. A well-prepared, carefully-rehearsed presentation was recorded by the relatively-inexpensive video system. These recordings could then be converted to motion picture film for normal projection. This made available a high quality training product that could be presented without the services of a professional trainer and without the preparation needed for live training. The cost of the training thereby was substantially reduced and the quality ensured. Training could be scheduled at the convenience of the commander — a very important consideration in all military training programs. More training could be accomplished because of the flexibility resulting from independence from outside training resources.

Mr. Pomrenze was responsible for the effective writing training program in the Army. This program was cited in 1966 as outstanding by the Task Force created to implement President Johnson's program for improving communications with and services for the public. The fact that the Army had a massive training program under way in areas the President wanted emphasized, reflected the foresight and imagination that have marked Mr. Pomrenze's career of government service.

Mr. Pomrenze has planned and carried out a far-reaching, dynamic paperwork management training program that has gained wide recognition. This is attested to by the enrollment of over 10,000 military and civilian personnel annually in the Army Records Management Extension Course developed under his guidance; by the indoctrination of over 150,000 Army Career Officers in the meaning and significance of records management; by training over 350,000 people in effective written communications; by raising the professional level of over 600 key Federal Records Managers; and by the invitations to him to speak on records management from other government agencies, from private institutions and professional organizations, and from foreign governments.

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HERBERT L. TASH

Apollo Data Manager

Manned Spacecraft Center

National Aeronautics and Space Administration

Houston, Texas

Mr. Tash, Apollo Data Manager for the NASA and Spacecraft Center, has provided the Center with an efficient, accurate data management system for the Apollo program, and as a consequence, has contributed to the improvement of paperwork management. Prior to his assignment as Apollo Data Manager, management data and launch data were being printed using computers and regulation printing equipment. This method took up to seven days to print launch data reports for engineering evaluation. Mr. Tash established a microfilming system which made the launch data available within four hours. Data cost on many programs has been shown to run as high as 40 percent of the total program cost. Effective data management, such as that implemented by Mr. Tash, reduces the cost to 10-15 percent.

Through Mr. Tash's establishing of a central engineering data bank where all required data from contractors is fed into a central information system, data handling time has been decreased by 20% and has greatly improved utilization of such data.

The results of Mr. Tash's accomplishments can best be defined by expressing their resultant dollar savings and intangible benefits. A reduction of \$3,266,721 was accomplished by actually defining data requirements and then eliminating those not required. An additional savings of \$500,000 was realized in reproduction, shipping, postage and distribution. Data management improvements, such as equipment modification, centralization of operations, changes in reproduction, elimination of reports and contract reviews have saved approximately \$455,000 during the seven month period ending March 31, 1967.

Mr. Tash's survey on an automatic updating service for engineering drawings resulted in the elimination of 3,075 line item drawings and supporting documents, saving \$72,000 a year. A time and motion study by Mr. Tash resulted in a savings of \$43,500 yearly in wages, and new procedures and catalogs introduced by Mr. Tash saved the government another \$16,000 a year. During the past 14 months, Mr. Tash's activities in data management has resulted in a dollar reduction of \$3,356,071 which has been validated in the NASA cost reduction program.

Mr. Tash has implemented a paperwork management system that furnishes the proper information to the right people within an optimum time frame at a cost savings to the government. Regarded as an expert in his field, Mr. Tash has found new ways of improving documentation and microfilming procedures.

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NEIL C. TULLOCH

Management Analyst

Selective Service System

Washington, D. C.

Mr. Tulloch joined the Selective Service System in 1942 as a statistician, entered the field of paperwork management as a member of the Staff of the Archives Division in 1945, and has been active in that area since that date. In establishing the Office of Selective Service Records in 1947, Mr. Tulloch designed the procedures, wrote the regulations, and was responsible for their implementation in the establishment and operation of 54 Selective Service Federal Records Depots. This was accomplished in an atmosphere without precedent in the field of paperwork management, long in advance of records centers presently in operation in private industry, and in the Federal and State governments.

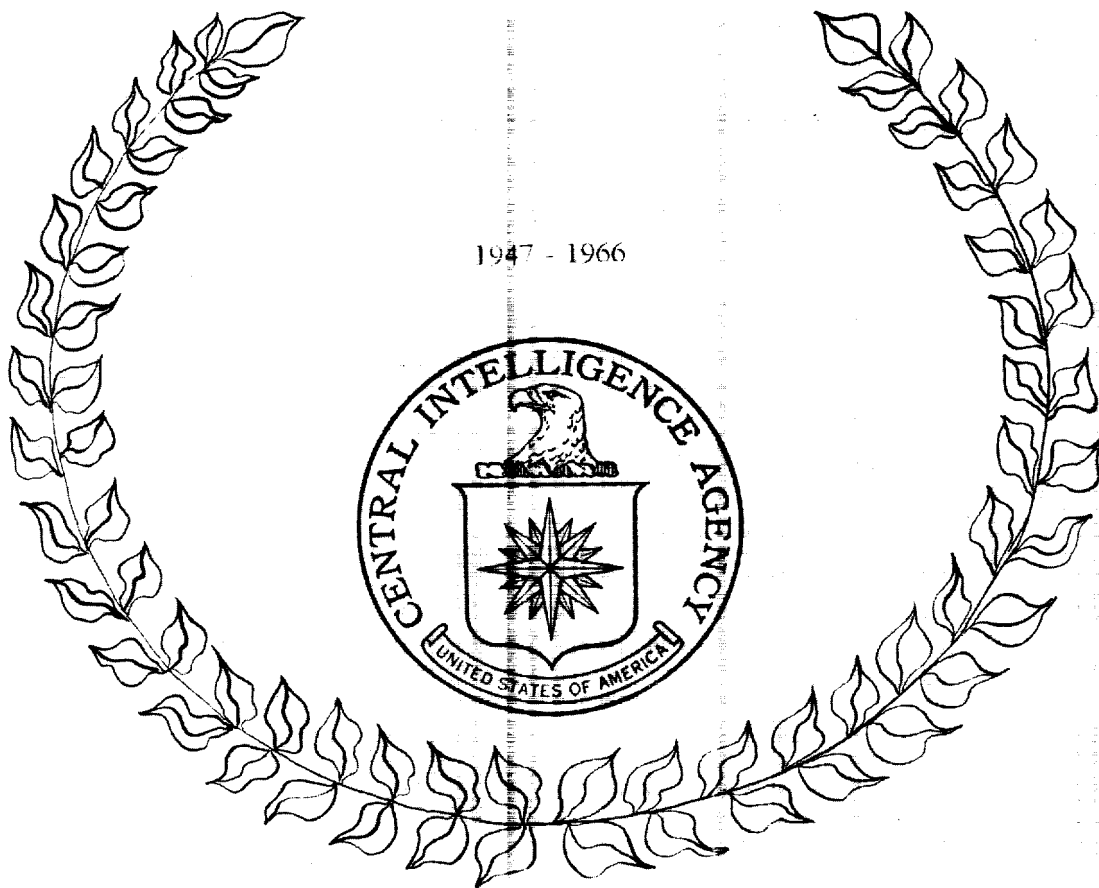
Mr. Tulloch initiated records retention schedules identifying the permanent records of the Selective Service System and authorizing the destruction of records of a temporary nature. As a result of these schedules and the records disposal program, the purchase of additional file cabinets has been deferred or made unnecessary and the service has recovered an estimated 35,000 cubic feet of floor space for other utilization.

Mr. Tulloch was instrumental in establishing a forms program and a Selective Service form manual. Use of this manual in each of the 4,000 local boards is estimated to have made unnecessary a total of three million inquiries. Additionally, Mr. Tulloch designed a reporting form and plan under which Federal and State institutions report to State Directors of Selective Service the names and other information of male persons confined in and released from such institutions. These reporting procedures will save the local board and agents of the Federal Bureau of Investigation incalculable amounts of search time and reduces correspondence.

Mr. Tulloch is responsible for the implementation of numerous other paperwork management programs within the System which have resulted in savings to the Federal Government of approximately \$10 million.

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1947 - 1966

**SIXTH ANNUAL AWARDS
CEREMONY**

19 SEPTEMBER 1966

ADMINISTRATIVE

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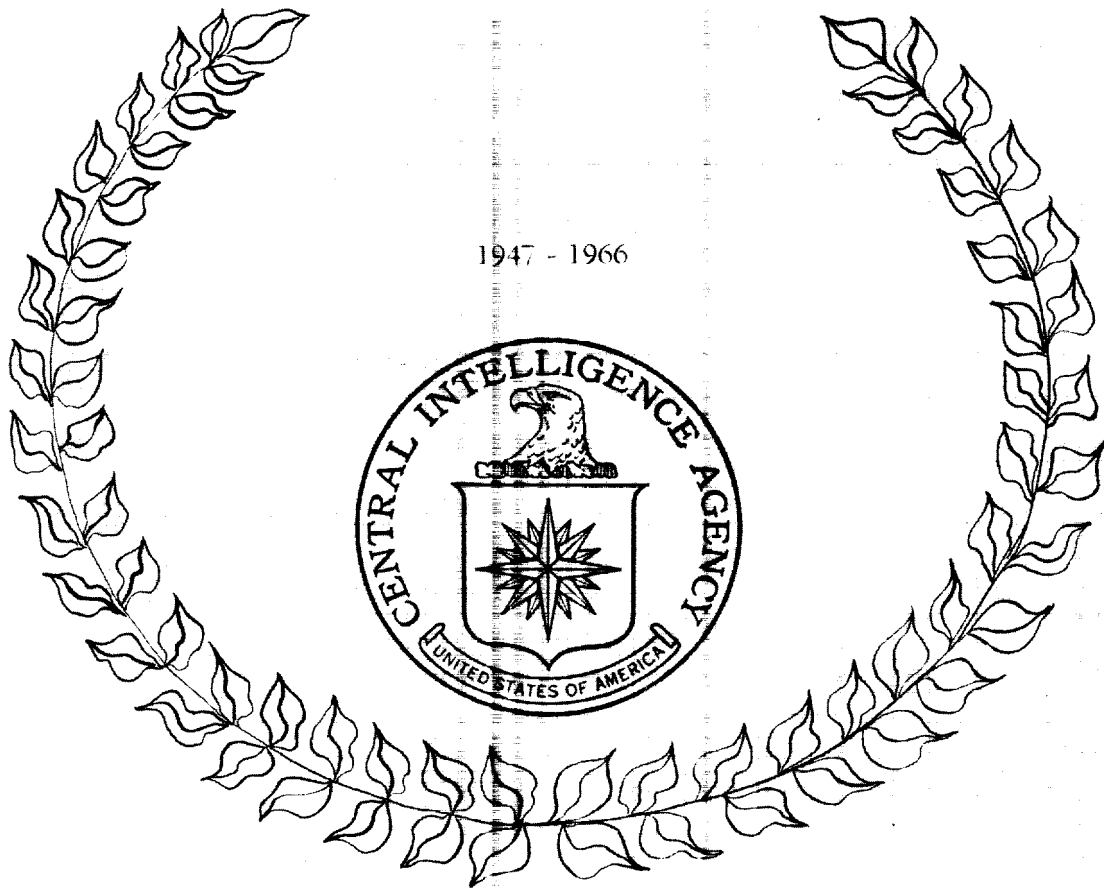
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PROGRAM

The National Anthem
Accompany
Leader

STATINTL

Opening Remarks MR. EMMETT D. ECHOLS
Director of Personnel

Presentation of Length of Service Certificates
and Address MR. RICHARD HELMS
Director of Central Intelligence

Introduction of the Vice-President MR. RICHARD HELMS
Director of Central Intelligence

Remarks THE HONORABLE HUBERT H. HUMPHREY
Vice-President of the United States

Music

STATINTL

Floral Arrangements FOUR SEASONS GARDEN CLUB

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HONOR AWARDS

Awarded
During Year Ending September 1966

DISTINGUISHED INTELLIGENCE MEDAL	9
INTELLIGENCE STAR	9
INTELLIGENCE MEDAL OF MERIT	36
CERTIFICATE OF MERIT WITH DISTINCTION	52
CERTIFICATE OF MERIT	32

SUGGESTION AND INVENTION AWARDS

Awarded
During Year Ending September 1966

One hundred and five persons were awarded certificates and cash amounting to \$13,417.00.

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PUBLIC SERVICE AWARDS

NATIONAL CIVIL SERVICE LEAGUE CAREER SERVICE AWARD NOMINEE FOR 1966

Dr. R. Jack Smith, now Deputy Director of Intelligence, was nominated as the Agency's candidate for the 1966 Career Service Award granted by the National Civil Service League. The League grants awards each year to ten career employees who exemplify in an outstanding manner efficiency, character, service, and achievement. In making the nomination, the Director said of Dr. Smith:

"I welcome the opportunity of nominating Dr. R. Jack Smith, the Director of Current Intelligence in the Central Intelligence Agency, for the 1966 Career Service Award. Dr. Smith's fine performance in the demanding and exacting profession of intelligence production and reporting ranks him as one of the top intelligence analysts in our country and an outstanding expert on foreign affairs. The quality and quantity of intelligence produced under Dr. Smith's direction, particularly during the Cuban crisis and the increasing involvement of the United States in Vietnam, has won wide acclaim in the United States intelligence community. I believe his professional competence and leadership and his contributions to our national security merit public recognition."

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ARTHUR S. FLEMMING AWARDS NOMINEE FOR 1966

Dr. Albert D. Wheelon, Deputy Director for Science & Technology, was nominated by the Agency as its candidate for the Arthur S. Flemming Award sponsored by the Junior Chamber of Commerce of Washington, D. C.

These awards are granted to young men in the Federal service for their outstanding work or major accomplishments in executive, administrative, scientific, and technical fields.

In nominating Dr. Wheelon, the Director stated:

“Dr. Wheelon, a brilliant and imaginative research scientist, has had a key role in the development and direction of the Agency’s scientific research and technological programs. He has an outstanding record of academic preparation, professional competence and scientific leadership in the intelligence community of the United States. He has provided leadership, both as a scientist and as an administrator, in the management of complex scientific programs during a period when the development of scientific and technological capabilities has been of critical importance to the security of our nation. I believe his outstanding contributions to the scientific intelligence efforts of the United States and to the field of science merit public recognition.”

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