CIA LIBRARY

1.   Introduction

This chapter* will discuss those aspects
of the CIA Library that are not specifically concerned
with the Intellofax system or the Acquisitions-
Procurement function. Separate chapters appear
on these two important activities, which were an
integral part of the Library organization for many
years. This chapter does, however, cover the Consul-
tants' Survey of the Library (1957) and the Task
Team Reports (1958), because, although the Intellofax
system was a major topic of discussion, the reports
dealt with the Library as a whole and had an important
impact upon it. This history is arranged in a year-
by-year chronological sequence, except when it
seemed more logical to discuss the entire historical
development of an activity, such as Branch Libraries
and the CIA Library's relations with the Library
of Congress.

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* Statistical information on Library services,
including information on requests serviced, books
cataloged, documents indexed, source cards filed,
and bibliographies prepared appear in OCD/OCR
Statistical Tables (1947-57) 1/ and OCR Annual
Reports (1958-67). 2/

2.   Early Organization of the Library--1947

On 1 January 1947 the CIA Library, with three

subprofessional people on duty, was organized

as the Intelligence Documents Division (IDD) of

the Reference Branch (in July renamed the Reference

Center) of the Office of Reports and Estimates

(ORE). It was assigned an initial T/O of 47.*

Organizationally, 4/ it was planned with two divisions:

Bibliographic, including Classification and Cataloging;

and Accession, Reference, and Circulation. The

first professional person to report for duty was

25X1A9a
█████████████, who transferred from the Air Force

Intelligence Library on 2 February. She holds

the distinction of having remained on the reference

staff of the Library ever since--she will retire

in the summer of 1973. Mrs. 25X1A9a ████████ first task

was to set up interlibrary loan arrangements with

the Library of Congress (LC) and with other government

libraries.

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* Information on the Library T/O in 1947
ranges from 43 to 54; 47 seems to be the figure most
frequently quoted. 3/

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In June the Library *moved to M Building and* received its first Chief
Librarian (later CIA Librarian)--

25X1A9a

Mr. [redacted] had transferred to the Central Intelligence

Group (CIG) from the Office of Naval Intelligence

(ONI) Library in December 1946 and had been assigned

as Chief Librarian in the Foreign Documents Division

(FDD) of the Office of Operations (OO). When

he joined the ORE Reference Branch, he was given

complete authority for the Library's planning,

staffing, organization, and management. The Library

was charged with total repository responsibility

for the Agency of basic intelligence reference

25X1A9a

material. Under Mr. [redacted] direction, it began

to assemble equipment and books, many surplus

from other libraries.

The core of the reference collection was

based on fundamental standard reference works

supplemented by the specific requests of the ORE

branches. By 15 June the documentary floodgates

opened, and the Library became heir to approximately

50,000 unsorted intelligence documents, which

had been stored in the Message Center of ORE awaiting

establishment of the IDD. 4/ Arrangements were

made with the Agency's dissemination office so

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that the Reference Center Library would receive
at least one copy of every incoming intelligence
document. Their receipt was recorded in a visible
serial file and arranged by source. In addition,
the Library acquired the Director's set of noncurrent
cables and arranged for the receipt of one copy
of every current cable 6/ for filing. During
these formative months the Library received authoriza-
tion for centralization of purchase orders for
books and periodicals to avoid duplicative ordering
by offices in the Agency. 7/

In the latter half of 1947, Mr. [25X1A9a] and
his small staff worked closely with the Reference
Center's Central Index (later the Machine Methods
Division [MMD]) in preparing a comprehensive subject
classification system for intelligence documents.
These preliminary efforts toward what was soon
to be called the Intellofax system are described
in detail in the separate chapter on the Intellofax
system. Daily machine indexing of the [FOIAb3b1]
25X1A8b Reports (issued by [ ] was initiated jointly by
the Library and the Central Index in August.

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(See also Intellofax chapter.) Operating procedures

for cataloging of books was completed in July,

and cataloging commenced in August. 7/

As early as December 1947, the Chief Reference
25X1A9a
Librarian ▓▓▓▓▓▓▓▓▓) had raised the issue
25X1A9a
with the Acting Chief, Reference Center ▓▓▓▓▓▓▓
25X1A9a
▓▓▓▓▓▓) of the desirability of establishing

in the Reference Center a newspaper scanning and

clipping service for the various branches in CIA.

This was started in March of the following year

by using the facilities of the uncleared personnel

pool. 8/

3.   Off the Ground--1948-51

By the early part of 1948, the Library had

put into effect working procedures for reference,

interlibrary loan, circulation, preparation of

bibliographies, book selection, book cataloging,

and document indexing and filing. Reference Center

Special Authorization No. 5, dated 15 March 1948,

authorized the Library, Reference Center to

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(1) collect unclassified materials and (2) to
disseminate unclassified materials in accordance
with accepted interlibrary loan procedures. /C/

After the 1 May merger of the Reference Center
and the Office of Collection and Dissemination
(OCD), the CIA Library absorbed the information
and distribution duties of the former Central
Records Division/Services Branch/ Administration
and Management (A&M), 10/ and the number of persons
on duty rose from 31 to 55. Prior to that time,
the Library had indexed and filed the documents
but had not been responsible for their distribution.
The organizational breakdown of the Library was
25X1A9a
as follows: Field Survey Division (███████
25X1A9a
███, Chief), responsible for locating and surveying
items of unusual intelligence significance in
universities, libraries, and research institutions,
both in and out of the Washington area; Bibliographic
25X1A9a
Division (████████████, Chief), including
25X1A9a
the Analysis Section (██████ Wile, Chief) for
indexing of documents and the Catalog Section
25X1A9a
(████████, Chief) for book ordering and cataloging;

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Reference Division (three chiefs within 1 year:
25X1A9a

25X1A9a   for answering information queries,

including Intellofax retrieval, preparing bibliographies,

and maintaining files of documents and books;

Information Distribution Division (25X1A9a   ,

Chief) for recording the bibliographic information

for every incoming intelligence document, for

distributing documents, and for locating documents

through document control (assigning accession

or control numbers to documents); Archives Division
25X1A9a
(, Chief) for the efficient management

of active and inactive records in the Agency,

for maintaining a central record over all administrative

records, and for directing the control of all

Top Secret (TS) documents.*

25X1A9a
Mr.   reported that by December 1948

the major organization of the Library was complete:

With 75% of the authorized organiza-

tion on hand, the Library devoted

32% of the staff's time to Library

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* The TS control function was activated for
CIG on 4 April 1947.

service, 10% to the processing of
intelligence documents for the
Library files, 23% for bibliographic
processing, 25% for service
distribution of intelligence
documents, 6% for planning and
procedures and the remaining 4%
of the staff's time to administra-
tive duties. 12/

Two Library publications made their appearance
in 1948: The Weekly Accessions List (of books
received) and the Library Bulletin (see chapter
on Intellofax for an explanation of the locator
system for filing documents).

The workload in the Library increased as
the young Agency grew; fortunately, a T/O of 100
for the Library had already been approved for
FY 1949. 13/ There were 27% more intelligence
documents received, recorded, and distributed
in 1949 than in the previous year and an increase
of 277% in the number of copies received. During
1948 the number of publications ordered averaged

628; for 1949--1,376. The number of reference
searches rose from 1,161 to 1,500; the number
of items circulated from 2,196 to 3,355.

The gradual dissolution of Special Project
No. 1 (uncleared personnel pool) in late 1948
and early 1949 increased the Library workload
in three important aspects: newspaper clipping
service (clippings from 24 newspapers and 21 magazines
were supplied to six geographic branches of ORE
based on reading requirements), indexing of ███   FOIAb3b1
Daily Reports, and indexing of unclassified documents
into the Intellofax System.

On 17 March 1949 the Agency's Assistant Directors
(AD's) established the Document Procurement Committee
to advise the CIA Library on matters pertaining
to the procurement of foreign and domestic publications.* *

The CIA Library reference book collection
was converted in September 1949 from LC call numbers
to the classification scheme used for documents--

25X1X8   ████████████████████████

    ** See chapter on Acquisitions-Procurement for
further discussion.

Intelligence Subject Code (ISC), thus standardizing

the Library's subject and area approach to its

resources and *providing for machine filing of the cards.* (In 1948 6,912 books had been cataloged

and these were all converted to the ISC scheme.)

In 1959 after several surveys recommended the use

of the LC scheme for book cataloging, the decision

was made to convert again--back to LC cataloging.

In November 1949 15/ the Library was reorganized

into the following six branches:* Analysis (under
25X1A9a
███████████), Cataloging (under 25X1A9a ███████████),

Central Records (under 25X1A9a ███████████, who supervised

this activity until her retirement in 1958), Field

Survey (under 25X1A9a ███████████, who also acted as

Assistant Chief, CIA Library), Records Management
25X1A9a
(under ███████████), and Reference (under
25X1A9a
███████████ until 1954). The Analysis Branch

performed the input to the Intellofax System.

The Cataloging Branch had three sections: Cataloging,

Order (procurement of books and periodicals),

and Publications Review (clipping service). The

Central Records Branch was responsible for distribution

of documents, including TS, and maintenance of

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* By General Order No. 28, 21 September 1949,
a vertical departmental organizational structure
was adopted in CIA. The Library, therefore,
became a Division and all breakdowns thereof became
Branches.

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TS files. The Field Survey Branch was responsible

for locating resources of intelligence interest.

Records Management (formerly Archives) was charged

with developing and implementing an active CIA

Records Management Program. Reference Branch

included three sections: Circulation, Information

(under 25X1A9a ███████████ until her retirement in

June 1972), and Files (of documents).

With the issuance of CIA Notice 30-50, dated

26 July 1950, the Library accelerated the Records

Management Program for the Agency. 149,363 items

from 1948 and 1949 were microfilmed; this resulted

in the processing of 351,698 frames for archival

purposes.

25X1A9a

In April 1950 the DCI appointed Mr. ███████

25X1A9a

to replace Mr. ███████ as CIA Top Secret Control

Officer (TSCO) and as CIA Custodian of Registered

Documents. 16/ He was also appointed CIA Control

Officer for certain codeword collections of documents. 17/

In October 1950 he called a meeting of the Area

TSCO's. 18/ (Areas were intra-Agency office

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designations for TS control purposes.) The conference,
the first of a series, was designed to improve
the overall control system as much as possible
and to develop uniform understanding of procedures
among the Areas. As a follow-up, Mr. [25X1A9a] issued,
in August 1951, a Guide for Area Top Secret Control
Officers to provide all TSCO's with a uniform
functional understanding of the TS network or
system.

In 1951 the Library was relieved of two respon-
sibilities that had been time-consuming. On
28 February, James Andrews, the AD/CD, established
a centralized Cable Center Branch in the Liaison
Division (LD). 19/ This consolidated the reading
or dissemination and the reference functions of
servicing cables in one Branch. Four months later,
the Administrative Services Office assumed operation
of the Vital Materials Program, which had been
under the jurisdiction of Mr. [25X1A9a] as the first
Vital Documents Officer since March 1949. 20/

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4. CIA Library and the Library of Congress

Over the years, OCD (OCR) maintained close
working relationships with and provided a variety
of support to the LC. This discussion will cover
the entire period from 1948 until financial support
terminated in 1967. It appears in this chapter
because in 1948 the CIA Librarian became the first
official liaison officer from CIA to the LC, a
relationship that every CIA Librarian has continued. 1̲0̲/

a. Support to Slavic Catalogs and Accessions
   Lists 2̲0̲/

The Monthly List of Russian Accessions
(The title was changed in 1958 to Monthly Index
of Russian Accessions [MIRA] as a more explanatory
title and will henceforth be so designated) was
first published by the LC in 1948 as a comprehensive
record of post-World War II Soviet publications
in all fields of knowledge received by the LC
and some 200 other major US libraries. In April
1949 the AD/CD negotiated an agreement with the
LC for incorporating into the MIRA certain unclassified

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25X1A8b

translated bibliographic information formerly published by ████ FDD. In December the Acting Librarian of Congress informed CIA that the LC would be unable to continue the printing and dissemination of the MIRA because of shortage of funds during the last quarter of FY 1950. Convinced of the unique value of the MIRA, the AD/CD recommended and the Projects Review Committee (PRC) approved an expenditure of $1,000 to the LC. 23/ (LC had asked for $4,000.)

In October 1951 the Librarian of Congress set forth two proposals to CIA: (1) improvement of the MIRA (including translating Russian titles into English and providing detailed cross-referencing); and (2) a project for the development of a subject arrangement to the Slavic Union Catalog, an author catalog that the LC had started in 1942 for material in the Cyrillic alphabet acquired in the United States since 1917. 24/

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The ADs of ORR and OSI concurred in the AD/CD's request to the Chairman/PRC to support the LC facilities for reference to Slavic publications. Dr. Andrews, in referring to the <u>Slavic Union Catalog</u>, stated: 25/

> The intelligence family does not now possess a central facility for obtaining adequate bibliographic control of the books, monographs and periodicals which are received from the Soviet Union. As a result of its work, the Library of Congress has assembled a <u>Slavic Union Catalog</u> to which researchers the country over can be referred including Soviet publications cataloged by other cooperating American libraries. For budgetary reasons, the Library of Congress has been restricted in developing this catalog and the only approach to the material is now by author.

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The LC cost estimates, as approved by the

Director of Central Intelligence (DCI) on 23 November

1951, were $73,240 in support of the MIRA for

the initial year of sponsored operation and $198,760,

the entire cost, for adapting the Slavic Union

Catalog to a subject approach. In a letter of

8 August 1952, the Librarian of Congress raised

the estimate for the two projects to $314,698. 26/

The DCI authorized the increased expenditure in

October 1952. 27/

Beginning with the March 1952 issue,* and

as a product of the CIA-sponsored project, the

MIRA was expanded from two to four parts, and

with the increased FY 1953 budget, the LC added

a subject index of monographs.

Under the agreement to convert the Slavic

Union Catalog from author to subject approach,

the CIA Library received increments of the subject

catalog, which was henceforth known as the Cyrillic

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* A copy of a 1952 MIRA is on file in CRS
Historical Files. 28/

Subject Union Catalog (CSUC).* (All branches of

the Library assisted in trying to alleviate the

filing backlog created by the arrival of these

cards.) In 1956 the CIA Librarian as Project Officer

with the LC terminated the CSUC project. In listing

his reasons, he stated that he believed it was

more important to announce the availability of

publications (in the MIRA) than to build up a fully

cataloged set of cards. Termination of the CSUC

permitted the LC to transfer nine positions to

the MIRA staff, which needed relief because of

an increase in receipts of USSR publications. 28/ 30/

In 1959 CIA, through OCR, began support to

a companion publication to the MIRA, the East European

Accessions Index (EEAI), published by the LC since

1952. Costs for the EEAI were $254,154 in FY 1959,

rising to $282,600 for FY 1961. $51,000 was received

from the National Science Foundation (NSF).

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* These CSUC cards were augmented in 1954 by
cards that the CIA Library received from the Army G-2
Library, the Air Force ATIC Library, the National
Central Library in London, and the Armed Forces
Medical Library on Slavic materials in those libraries.
This companion catalog, known as the IAC Union
Catalog in the CIA Library, did not work successfully,
however, because of variations in cataloging practices
and the resultant incompatibility of cards for
filing purposes. The project ceased in 1956. 29/

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Funding by the Agency for the MIRA rose to
a peak of almost $441,000 by FY 1962, at which
time CIA secured the financial participation of
the NSF and the LC itself. CIA costs then stabilized
at the $350,000 - $370,000 level.

During a routine audit of the Office of Central
Reference (OCR--name changed from OCD in 1955)
by representatives of the General Accounting Office
in 1961, the question of propriety of CIA/OCR sponsorship
of the two publications was raised. 25X1A9a ████████,
AD/CR at the time, called on the Central Advisory
Group (CRAG)--which he had established in 1957--
and the members of the USIB Committee on Documentation
(CODIB) to survey the usefulness of the two publications.
The NSF and the LC hired an outside consultant,
25X1A5a1
████████, to determine the character and degree
of use of the MIRA and the EEAI. 30/

In late 1961 CIA stopped its support of the
EEAI and the LC ceased its publication. As financial
pressure on CIA continued to build up in the 1960's,
the priority importance of the support to MIRA

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continued to drop. OCR felt that access to Russian

publishing had vastly improved compared with the

early 1950's, and intelligence users were no longer

making substantial use of the MIRA. OCR notified

the Librarian of Congress on 5 October 1965 of

its decision to terminate CIA's funding of the

MIRA in FY 1967. This occurred after much correspondence

between OCR and the LC and even congressional questioning

regarding CIA's termination of support to the MIRA. 30/ 32/

b.   Other Relationships With the LC

In the mid-1950's the CIA Library began

to transfer regularly to the LC those foreign publications

that (a) had been utilized by research components

of CIA and were not scheduled to be retained in

the CIA Library, (b) were archival materials no

longer required by CIA (for example, the captured

25X1X8

Japanese collection), or (c) were current publications

received as a result of the CIA Library's worldwide

selection program but found to have little or no

intelligence value. By 1959 an average of 8,000

pieces, books and serials, had been sent to the

LC every month. 31/ 33/

An important but informal arrangement was
worked out in December 1952--and has continued
to the present date--between the CIA Library and
the LC for one person from the Circulation Branch
of the Library to be detailed to the LC on a full-
time basis to handle searching and charging out
of all CIA requests, averaging 37 a day. 34/
Arrangements were also made in the 1950's whereby
professional personnel recruited for OCR were utilized
by the LC while awaiting full security clearance.
These people worked at the LC on projects that
were of benefit to CIA. 35/

The AD/CR made an offer on 23 November 1959
to the Librarian of Congress to supply the LC with
a copy of every catalog entry representing original
cataloging by the CIA Library. 36/* The LC accepted
with the proviso that these cards would not be
filed in the LC's Union Catalog because CIA did
not want to get into the lending pattern for open
publications. Arrangements were made to transfer
the Library's retrospective collection of Russian
newspapers to the LC. By 1964 the CIA Library
had freed approximately 2,000 linear feet of shelving,

25X1X8

which provided badly needed space for other serial
material.

5.   Branch Libraries (1951-1967)

As the Agency grew larger and personnel were
housed in widely scattered buildings, a need arose
to establish branch libraries that would be administra-
tively responsible to the CIA Library but would
specialize in satisfying the reference needs of
a particular group or component.

The first such Library to be established was
at the request of Matthew Baird, the Director of
Training.   36/ It opened in Alcott Hall in May
1951 to support the uncleared personnel going through
the recruitment process. It was known as Branch #2
because plans for a branch library specifically
tailored to the needs of the covert offices had
begun earlier in 1951 at the request of those offices.   37/
It was not until 11 February 1952, however, that
Branch #1 was officially opened in K Building with
two positions added to the Library's T/O. In September

1952 [48]/ the Medical Office requested of the CIA
Librarian a part-time librarian to take care of
processing the accumulation of medical documents.
A detail of 6 months was arranged. At the end
of this period, the Medical Office initiated action
to augment the CIA Library T/O by one GS-9 librarian,
and Branch #3 opened in Central Building in November
1953. Library administration lasted until July
1959, when the Medical Staff took over completely.

In May 1953 the foreign publications procurement
function was transferred from the State Department
to the CIA Library. An agreement was reached with
OO/FDD * that Branch #4 be established at that
25X1A6a
time in ▮ Building to function as the focal point
of procurement, receipt, bibliographic control,
and retention of foreign language publications
in the Agency. This branch operated until FDD's
move in 1960 to H Street, N.W. When the Office
of Scientific Intelligence (OSI) moved from M Building
to Barton Hall in 1954, it requested that a branch

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   * Discussions with FDD regarding a Branch Library
began as early as January 1952. The CIA Library
maintained that FDD had assumed certain Library
functions for which it had no charter. [44]/

library be established for its purposes. Branch #5

opened in September of that year. As the Office

of Training (OTR) programs evolved, the training

of uncleared personnel dropped out of the picture

and the role of the OTR Library and Branch #2 tended

to blend. Mr. Baird and the AD/CR agreed that

these two facilities should be consolidated into

a single branch of the CIA Library in R&S Building.

The takeover from OTR became effective in November

1957 and OTR transferred six T/O slots.

The farthest afield Branch Library was established

25X1A6a

in ███████ in 1958, at the request of Brig. Gen.

25X1A9a

███████████████, Chief of the ████████████ 25X1A6a

25X1A9a

█████████, Chief of the Circulation Branch, was

25X1A6a

sent to ███████ to study the need for a station

library. He recommended the establishment of a

25X1A9a

reference and information activity. Mrs. ████████

25X1A9a

████████████ from his staff became the station's first

OCR librarian on 15 February 1958 and served for

3 years. The Library terminated its support in

1964 because the activity no longer required professional

administration.*

25X1A6a *A total of three librarians served in

████████.

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The Office of Communications (OC) Library
was transferred to OCR with a T/O of two persons
in 1 May 1959 to increase managerial efficiency.
This is the only branch library still under CIA
Library administration in 1973. The OTR Language
and Area School, located in 25X1A6a [REDACTED] was
not scheduled for a move to the new Agency building;
therefore, a Branch Library was established in
the fall of 1960 for these training activities
with a Library T/O increase of one. It was phased
out in 1966 because of a cutback in area training.
In 1963 the Office of General Counsel (OGC) asked
for assistance in providing specialized reference
service and in building up a legal collection for
its lawyers. As a result, another Branch Library
was established; its staff of one was administratively
transferred to OGC in 1968 as the CIA Library faced
T/O cuts. The last Branch Library to be established
was in the Office of Research and Development (ORD).
Opened in July 1966, it provided direct support
to ORD, including the use of a manual "profile
of interest file" for calling new materials to
the attention of ORD subject specialization. ORD
took over its administration in mid-1968.

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The move to the new building in 1961 obviated the need for Branch Libraries #1 and #5 and the Training Library.

6.   Much Ado About Something--1952

    a.   Reorganization

            OCD's move to the ████████████ in
April 1952 resulted in the Librarian's Office being placed "in the loft" above the troops, except for the Reference and Circulation Branches, which remained in M Building. Immediately before the move, the Library had its second reorganization. Based on a survey by ███████,* entitled A Report on the Files and Circulation Sections of the CIA Library, a new Circulation Branch was created made up of the former Circulation and Files Sections of the Reference Branch. Both the Analysis and the Circulation Branches were organized on a document source basis (State, Defense, CIA, and Miscellaneous)

25X1A6a

25X1A9a

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    * Planner and first editor of the Intelligence Publications Index (IPI). See chapter on Intellofax.

similar in pattern to that of the Liaison Division.
(Documents were also batched in envelopes according
to main source of origin.)

The Processing Unit of the Document Branch
(successor to Central Records Branch), performing
duties in connection with preliminary cataloging
(typing) of incoming documents, was transferred
to the Production Section, Analysis Branch. The
project for microfilming all intelligence documents
was transferred from the Reference Branch to the
Document Branch, with nine positions added to the
T/O of the latter. A few months later this project
was transferred to MMD where the technical aspects
of microphotography could be researched and tested.
The Field Survey Branch of the Library had been
inactive for 2 years because of the other demands
25X1A9a
upon Mr. ████, the Deputy Librarian, who also headed
the Branch.

As a result of inter-office discussions, OCD was charged
with planning and initiating a new operation for reporting to
analysts on reference facilities and resources   The Library
received authority on 1 May 1952 to establish a Resources Section
in the Reference Branch with a staff of six.

25X1A9a

On 24 June Mr. ▮▮▮ replaced ▮▮▮▮▮▮▮ 25X1A9a

25X1A9a

as Librarian (Mr. ▮▮▮ became Executive in the

25X1A9a

AD's office), and on 7 July ▮▮▮▮▮▮, chief of

the Book Branch, took over as Deputy Librarian.

The new Library team made a plea for additional

personnel. In a memo to the AD/CD they presented

statistically the growth of Library service: 46/

	1948-49	1949-50	1950-51	1951-52
Reference Questions	6,817	8,250	12,594	17,000
Documents Supplied	34,084	41,015	60,794	90,400
Books Purchased	8,184	10,760	24,436	44,100
Subscriptions Placed	2,576	4,256	3,891	6,000
Books Cataloged	4,164	4,476	4,920	7,400

b. Clipping Service

25X1A9a   Late in 1952 the Chief of the Book Branch

▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮, at the request

of the AD/CD, made a survey of the newspaper and

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periodical clipping service. At that time 17,000

clippings were being sent out each month based

on 145 requirements from CIA customers in all offices

except Administration and Management. 46/ Due

to the analysts' cry of "inestimable value" and

the threat of increasing publication subscriptions,

the service continued for another 3 years. The

T/O, however, was reduced from an approved T/O

of seven in 1949 47/ to five in 1952. Service

was finally terminated in 1956 because of budget

restrictions. 48/

c.   Selection

The important position of Selection Officer

was established in the Reference Branch in 1952.

One of the earliest mentions of selection procedures

25X1A9a

occurs in a memo from Mr. ████ 2 weeks after he

reported for duty in March 1948. 49/ Six months

later the Librarian approved a proposal from

25X1A9a

Mr. ████ that resulted in five librarians being

assigned responsibility for screening book reviews

in designated magazines to choose books for the

Library. 50/ Selection policy was the key to

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the CIA Library's shaping of its reference capabilities.
Among the principal considerations were (a) knowing
what the major requirements of the Agency were
likely to be by studying the borrowing and purchase
patterns of individual requesters, requirements
lists, and reference questions, and (b) reviewing
trade announcements, bibliographies, book reviews,
and catalogs from all over the world. The emphasis
was usually on current material, with heavy reliance
on interlibrary loan for historical background
items. Originally set up for the purpose of selecting
material for the book and periodical collections,
this function expanded over the years to include
similar responsibility for the document collection.
Selection officers worked closely with document
disseminators and classifiers in determining what,
how, and where classified documents should be handled
in the Library. They also alerted production offices
to new and forthcoming publications.

A Joint Liaison-Library Selection Committee
was also established in May 1952. It consisted
of one officer from LD and three Library representatives
from the Analysis, Book, and Reference Branches.

The Committee determined processing treatment for
documents secured by LD officers, publications
from the Foreign Service, and enclosures that required
specialized treatment. 5/

7.   The Heyday of the Library (1953-mid-1956)

A "first" was the Library's publication in
January 1953 of the ᴵᴾᴵ, the index to finished intelligence.
Its history and development are discussed in the
chapter on the Intellofax System, inasmuch as the
two indexing systems are closely related.

In May 1953 the Foreign Publications Branch
of the State Department was abolished, and the
important foreign publications procurement function
was transferred to CIA as a result of NSCID 16.
On 9 May the Foreign Branch (later called the Acquisitions

25X1A9a

Branch) became part of the CIA Library with ▨▨▨
25X1A9a
▨▨▨ as its chief. 5/ (The Branch was established
with a T/O of 16, supplemented by 13 additional
positions from State in July.) At that time the
Library added to its managerial staff a Deputy

25X1A9a

Librarian for Procurement--▨▨▨, an ex-Army

Major who had been G-2 Librarian. (He remained

with the Agency until 1955 when he transferred

to NSA and the second Deputy Librarian's slot was

then dropped.)

As mentioned in the organizational setup of

the Reference Branch in 1948 (see page 7), retrieval

for the Intellofax System was not the administrative

responsibility of the classifiers. The reasoning

behind this separation was that professional librarians

considered Intellofax queries no different from

any other reference question. In 1953 a policy

was inaugerated whereby one senior classifier was

rotated from the Analysis Branch to Reference on

a weekly basis. The gains realized were evident

in a wider understanding of reference problems

and a closer knowledge of the end product.

In May 1953 a Serials Unit was developed in

the Circulation Branch to resolve the many specialized

problems concerning the treatment of the serials

collection. In cooperation with LD, arrangements

were completed giving the Circulation Branch direct

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access to Armed Services Technical Information

Agency (ASTIA) for the procurement of reports originating

from contractors for the Department of Defense

(DoD).

25X1A9a

In October 1954 [ ] resigned

as Chief of the Reference Branch to accept a position

25X1A9a

with USIA, and [ ] , editor of the

IPI, transferred from the Book Branch to become

Reference Chief.

    a.   Reorganization Again

In June 1955 the Library was again reorganized.

At that time it had a T/O of 250--the highest it

has ever had to date (1973). In the course of

the reorganization the Book Branch was abolished,

and all procurement activities, domestic and foreign,

were transferred to the Acquisitions Branch. The

TS Section was removed from the Library entirely,

and a new Classification Control Staff was created

25X1A9a

in the OAD, with [ ] as chief, to handle

consolidation of the document security control

functions of the Agency TSCO and of the Library's

Document Branch.

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The Catalog Section was moved to the Analysis

Branch, which was renamed Analysis and Catalog

Branch. All subject indexing functions of the

Library were combined in this new Branch, which

comprised three sections: Reports, for indexing

intelligence reports into Intellofax; Book, for

cataloging books; and Periodicals, for indexing

finished intelligence and periodicals and for handling

the clipping service.

The Special Resources Section of the Reference

Branch was abolished as an administrative unit.

During its 3 years of existence it had identified

and surveyed a variety of non-CIA library collections

and activities.* This part of its mission was

completed and its activities were redirected toward

book selection and management of special reference

projects for the Library.

b.   IG Survey

The Inspector General (IG) surveyed OCR

in 1956 and submitted a report to the DCI on 25 April. 34/

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* For its surveys see the list of Library
publications on page
in appendix C.

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The Library received plus marks for its accomplishments,
which the survey described as "impressive." The
overall appraisal of the Library, its personnel,
organization, management, and operations was highly
favorable. Certain minor deficiencies were noted,
namely: restricted data material was not indexed
in the central reference system; there were no
written selection criteria for selecting material
for inclusion in the IPI; there seemed to be a
duplication of the Library's clipping service elsewhere
in the Agency (DDP's News Highlights) and in the
government (the IG questioned whether the Agency
was getting a maximum return from the service as
conducted in the Library); a considerable amount
of time was lost in moving documents from place
to place--dissemination, coding, keypunching, microfilming,
distribution--all in a variety of areas in OCD
(the IG recognized that this problem common to
all OCR operations was under continuing study and
changes were made as experience dictated); grade
structure in the Documents Branch was too low to
provide adequate compensation for the service performed;
a serious space problem existed in the Circulation
Branch, which jeopardized efficiency and morale;

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and the Circulation Branch found it difficult to recover books and documents borrowed from the Library.

The DD/I's (Amory) comments on certain of the Library deficiencies were: restricted data should not be merged into the central reference system any more than special intelligence should be included on an Intellofax tape because of the danger of compromise; because the DCI had given his approval to continued production of News Highlights by DD/P, the IG's recommendation concerning elimination of certain duplication of clipping services was no longer valid; OCR grade structure in general was inequitable and the DD/S would be asked to take the recommended action; the AD/CR would prepare and publish an Agency notice defining employee responsibilities with respect to materials borrowed from the CIA Library.

c.   Treaty Collection

Because of a flap that occurred at the time of the Suez Crisis in the summer of 1956 when reference librarians searched all over the Washington

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government area for the Suez Canal Treaty of 1888,
the Library took steps to strengthen its treaty
collection. 55/ It undertook to establish microfilm-
ing schedules with the LC for the latter's out-
of-print treaty reference works.

8.   Big Reorganization - September 1956

25X1A9a   25X1A9a

Mr. ████, the Librarian, and Mr. ████████
Chief, Acquisitions Branch, left on a round-the-
world trip in August 1956. While they were away,
yet another reorganization--the most extensive
yet--took place. In September the DD/I ordered
an across-the-board personnel cut, as a result
of which OCR had to discontinue several operations
that were considered to be of relatively low priority
and costly in manpower, including the Library Clipping
Service and the Weekly Accessions List. To achieve
a more effective utilization of manpower, OCR was
reorganized on 1 November, 56/ and parts of the
Library and LD, plus the Classification Control
Staff, were regrouped into a new Document Division
(DD). This change placed the coding and dissemination

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functions in the same Division--DD. Management
had considered adding the dissemination function
to the Library but had decided that this would
make the Library too unwieldy. The shift of duties
and personnel left the Library with a T/O of 141
and stripped it of the distinction of being the
largest single Division in OCR. Circulation and
Reference were left basically intact. Book cataloging
was attached to the Acquisitions Branch.

9. <u>Library Consultants' Survey and Task Team Reports</u>

a. <u>Consultants' Survey--1957</u> 5️/

In 1957 the Library underwent a traumatic
experience--the Library Consultants' Survey. This
survey was, in fact, the major issue concerning OCR
during 1957. It stemmed from a proposal of the
DD/I the previous year that a panel of library
experts be engaged to make a special survey of
the library. He apparently made this proposal
largely upon the recommendation of one of his Special
Assistants (Walter Pforzheimer), who felt that
the Library was in poor shape but was himself unable
to pinpoint the problems. In August 1956 Mr. Amory

established an ad hoc Library Survey Committee,

representing many segments of CIA, which drew up

terms of reference for a panel of three outside

librarians who were to survey the CIA Library and

the OCR documentation processes so that OCR could

be sure of developing optimum efficiency and best

possible use of space and manpower before its move

to the new building.

25X1A5a1

The three consultants--████████████████

25X1A5a1

25X1A5a1

████████████████████████████████████

--spent

over three months in OCR. ████████ probed vigorously 25X1A5a1

into the details of the entire reference problem.

25X1A5a1

Mr. ████████ was mainly interested in the Library

collections, in relations between the Library and

the Registers, and in overall problems of office

25X1A5a1

policy, command, and operation. Mr. ████████

concentrated on acquisitions problems. On the

whole, the Consultants were not favorably impressed

with the Library operations and related document

activities, many of which affected DD and Machine

Division (MD) as well.

Dr. Andrews was greatly disturbed by the specific criticisms the Consultants levied on OCR, its Intellofax System, and its mechanized approach to the documentation problems. He stated: "We knew the family car had plenty of squeaks and rattles, but we did not believe it was in quite such a shape as the Consultants say it is." 5§/ He took issue with their recommendations that OCR cease using microfilm aperture cards and go back to hard copy, abandon the Intellofax System, and expand the IPI into a monthly publication much like the <u>Bibliography of Agriculture</u> (BOA).
25X1A5a1
(█████ had been Librarian at the Department
25X1A5a1
of Agriculture before affiliating with ██████)
Dr. Andrews likened the adoption of these recommendations to telling OCR to "junk the family car and buy a horse."

On 18 June 5§/ Dr. Andrews answered the Consultants' criticisms of the handling and usage of Intellofax cards over 5 years old. They claimed the cards were not available to the customers, who were not even told of the retirement policy. Dr. Andrews actually made an Intellofax request and in 20 minutes had legible photos of the older cards, which had been put on microfilm. He claimed that most of the indictments were untrue and particularly misleading.

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No aspect of the survey caused Dr. Andrews
as much concern as the "Ten Horrible Cases" they
cited to "point up some of the intellectual and
mechanical problems of the Intellofax System."
He spent the better part of a week examining in
detail each of the 10 Intellofax requests.
He then bluntly stated to the DDI: "Now hear me!
These are not Ten Horrible Cases at all." He admitted
that two of the cases were serious human errors
causing MD to miss some cards that should have
been supplied to the customers. Two others were
similar, but the Consultants failed to note that
these mistakes were caught and corrected within
OCR itself. The other six cases he described as
"phonies and bogus"; he showed why reruns did not
always retrieve the same Intellofax references,
due in specific instances to a change in retrieval
parameters, such as date coverage, source specificity,
or subject or area breakdowns.

On 11 July he prepared a final accounting
for the DD/I referring to his two previous memos
which he said proved that most of the criticisms

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of the Intellofax System were thoroughly unsound.
He was certain that OCR (and the DD/I) should reject
the Consultants' most important recommendation
that the Intellofax System be phased out as rapidly
as possible. He admitted, as he always had, that
the System had imperfections, but he claimed it
was doing a better job for OCR than any conventional
published index* could do.

Dr. Andrews felt that the Consultants' proposal
that OCR should create a Central Reference Staff
had some merit; he recommended, however, that OCR
build up its Library Reference Staff through fairly
intensive training but that there be no formal
reorganization until there could be an experimental
trial of the usefulness of putting liaison officers
from the Registers into the staff. He suggested
as a start that each Register might be required
to place one person full-time with the reference
librarians for a week or so. Dr. Andrews stated
that the Consultants were right in saying that

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    * He even appended a nine-page study of the BoA
to his report. He had asked Mrs. ████████, formerly **25X1A9a**
associated with the BoA, to prepare the study.

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the Library held down purchase of books for reasons
of economy and space limitations. He recommended
a slow buildup of collections even in the new building,
and embarcation on a program of acquisition in
specific fields, such as the Treaty Collection.
Dr. Andrews bristled at the Consultants' criticisms
of the Library's efficiency and manpower as compared
with libraries at the State Department, Yale, and
other institutions. He found many of these criticisms
unsound. He recommended that the Management Staff
study the charges of inefficiency and wasteful
use of manpower. He agreed with the criticisms
of the ISC that it was too detailed for efficient
and consistent use. However, he did refer to the
difficulty of keeping other agencies from expanding
segments of the ISC in which they were specifically
interested. He was confident that a Working Group
of AHIP would be able to agree on a simpler version
for a revised ISC. Dr. Andrews absolutely rejected
the Consultants' recommendation that the document
collection be maintained in hard copy rather than
on microfilm in aperture cards. The original reasons
for developing the aperture card system were still
valid: conserve floor space and cabinets and ensure
a complete file.

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b.   Task Team Reports 62 (1958)

With his last blast against the Consultants
on 11 July, Dr. Andrews also submitted his resignation.
His successor as AD/CR, Paul Borel, arrived in
September and immediately set out to evaluate the
recommendations of the Library Consultants in order
to have a sound basis for making decisions on them.
Examining the Consultants' Report in detail, he
found that basic questions could be identified,
and he set up 16 Task Teams (TT) to deal with these
problems. Most of these Teams were chaired by
OCR personnel, and 37 of the Team members were
OCR employees. Other Agency offices contributed
the services of more than 30 of their employees
as Team members.

Twelve of the 16 Teams dealt with Library
or related operations; the others with general
topics, such as training and customer relations.
Three of the 12 that concerned the Library were
directed toward acquistions and publications procure-
ment (TT 5, 6, and 7) and will not be discussed in this separate chapter.
The TT Reports of A58 will be discussed in
relation to the Consultants' criticisms on the
Library and related operations.

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(1) Intellofax (TT1)

25X1A5a1

███████ had devoted a great deal

of time examining, dissecting, and relentlessly

attacking the Intellofax System in all its ramifications.

TT1's seven-man committee came up with the longest

study of all the Teams--90 pages, including much

philosophizing on the part of the chairman about

information storage and retrieval. The committee

participated in a joint questionnaire with TT10

(Reference) and TT11 (Information Center) designed

to elicit information from customers regarding

their attitude toward and opinions of the OCR information

services. Some of TT1's findings overlapped with

TT3 (Coding) and TT9 (Cataloging) in the use of

the ISC and with TT2 (Machine Use) in the machine

applications of the Intellofax System.

Before the Task Teams were actually

organized, Mr. Borel had asked an user analyst

to study OCR's document system in the light of

the Consultants' findings. 25X1A9a ██████████ of the

Office of National Estimates (ONE) prepared a thorough

37-page study, /53/ which Mr. Borel gave to TT1.

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The Consultants had charged that
Intellofax was unreliable in coding and encoding,
citing 20 cases in which the same subject was not
coded twice in the same ISC terms. TT1 confirmed
that this charge was substantially correct, stating
that these errors were due to lack of direct contact
with the requester, lack of experience of reference
librarians, lack of advice from the Analysis Branch,
and lack of a continuing and growing tradition
that would benefit from past experience. TT1 felt
that all of these factors could be alleviated with
a revised ISC with tools that would contain enough
information for proper code choices and with an
Analysis Branch representation on the retrieval
end. TT1 agreed with the Consultants that citations
(titles) on documents were inadequate and should
be improved.*

The Consultants also charged that
the System was insufficiently used, slow,** untrustworthy,

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* Even before Mr. Borel had taken up the community
problem of improved titles with COMB (which had replaced AHIP in 1958),
the Analysis Branch had prepared and put into practice a "Guide
on How to Write Abstracts and Title Expansions"
in February 1959.

** The Intellofax Questionnaire showed that
slowness was the least frequently cited reason
for lack of use.

and costly, and that it required excessive space,
overlapped work done in the OCR Registers, and
failed to provide service at as high an intellectual
level as was needed for the programs of the Agency.
TT1 pointed out that Intellofax was chosen as a
solution to a requester's problems if the information
he needed could be found only in information reports;
that 1-2 days to satisfy a request was not unreasonably
slow; that it was impossible to compare the Consultants'
cited figure of $200 for each search with any norm
or ideal; that the recommended card catalog and
intact hard-copy file would take more space than
Intellofax; that the Consultants confused multiple
processing among the Registers with duplicate processing;
and that Intellofax was not designed to retrieve
by name of individual or industrial installation.
The Task Team felt that the Intellofax System provided
very sophisticated service when combined with the
researchers' screening of the document services.
TT1 and TT3 both recommended that the Analysis
Branch be divided by subject/area specialization
to raise the intellectual level.*

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* Subject specialization was considered but
never put into effect, because a large percentage
of the documents were multisubject. The eventual
reorganization of the Analysis Branch in November
1960 was by area specialization. See chapter on ___
the(Document Division).

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Two other criticisms were directed
to the mechanical aspects of the System: the same
data did not appear on repeated runs for the same
codes, and older IBM cards were unavailable.
Dr. Andrews had directed himself to these two issues
(see pages 26 [39] and 27 [40]). According to TT1 and TT2,
MD had already corrected the weakness of a multiplicity
of files, which the Consultants claimed as one
of the major reasons for the errors in the Ten
Horrible Cases. The Consultants' charge of unavailability
of older cards was partly true insofar as it referred
to the information given the requester. TT1 claimed,
however, that it was not correct in relation to
the true facts. Some librarians had been remiss
in not alerting a requester that the Intellofax
cards older than 5 years had been retired to Records
Center and that these cards were on microfilm in
Headquarters. The Task Team also determined that
the cards could be returned from Records Center
within a relatively short time. TT1 recommended
that microfilming of retired Intellofax cards should
be discontinued.

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During the Task Team's investigations,
a Composite Group was set up as an experiment to
handle Intellofax runs in the Reference Branch.
The Group consisted of one representative each
from the Analysis Branch, DD (25X1A9a) also
a member of TT1), MD (25X1A9a), and the Library
Reference Branch (25X1A9a). Intellofax retrieval
under this arrangement reflected the maximum efforts
of the three divisions involved. The establishment
of the Composite Group was probably one of the
most important results of this Task Team's efforts,
for it emphasized the importance of amalgamating
input and output. The arrangement became a permanent
one, with a senior Intellofaxer on rotation to
the Reference Branch for a month to work with one
librarian whose sole responsibility was Intellofax
retrieval. After the initial experiment, it was
not considered necessary to have a permanent MD
representative--he was on call, if necessary.
The activity was given a more descriptive name
in January 1961, when it became the Intellofax
Reference Group (IRG).

(2)   Machine Use (TT2) *

      This Task Team consisted of three individuals with varied degrees of experience in machine data handling system operations. TT2 agreed with the Consultants' criticism that eight Subject and 14 Area Files in MD were excessive and impaired the efficiency of the Intellofax operations. It also discovered that the machine sorting of the Area File was minimal, and it recommended that all parts of it be combined in arrangement by area only. TT2 agreed with the Consultants that the electronic facsimile printers used for the preparation of Intellofax tapes had become outmoded. MD had performed tests and produced sample Intellofax tapes using Card List Cameras (built in MD) and Photostat Expeditors, which processed the exposed photographic paper. TT2 confirmed that these machines could produce tapes at twice the speed of the facsimile printers. It recommended that they should continue to be used because they also could be readily converted for use with hard-copy documents or with aperture cards and because the services they provided could not be obtained at a lower cost by other systems

* *see chapter ___ (Intellofax) for discussion of machines used in MD.* ~~in the Intellofax system~~ *Subject and Area files*

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as the Consultants claimed. TT2 agreed with the
charge that the machine files required excessive
space. (See TT1 above)

(3) Coding (TT3)

This Team covered a variety of subjects,
some of which overlapped with TT1, TT2, and TT9.
Charged with a study of the ISC, it made no tests
on the coding scheme per se, because the ISC was
already undergoing extensive revision. The Consultants
had strongly recommended the adoption of the LC
system of classification for the cataloging of
books in the CIA Library. TT3 had no argument
with this, agreed that the ISC was inadequate for
book cataloging, and heartily recommended the conversion
from the ISC to the LC scheme. Two main claims
of the Consultants that the aperture cards should
be discontinued in favor of an intact hard-copy
document system and that the Intellofax punch card
system should be replaced by a manual card catalog
were partly accepted by TT3. It recommended the
establishment on a trial basis of a 1-5 year collection

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of hard-copy documents, but as a supplement to, not a replacement for the aperture card program. TT3 stated that, although there was no substitute for the extensive searching capability of a good machine indexing system, there might be some advantage to the rapid browsing ability offered by a card catalog. It therefore recommended that such a catalog be adopted, with extra IBM cards prepared as a by-product of the Intellofax file.*

In attacking the Intellofax System the Consultants urged that it be replaced by an expanded IPI to cover all documents, books and periodical articles, including ███ materials.

FOIAb3b1

TT3 rejected this recommendation (and agreed with Dr. Andrews) based on size alone, estimating that an annual cumulation of the augmented IPI would be three times as thick as Webster's unabridged dictionary. In addition, TT3 asserted that the

_____

* At the recommendation of the Deputy DAD/CR in January 1959, Mr. Borel agreed to defer further action on these two recommendations until OCR had an opportunity to evaluate the impact of the MINICARD experiment on OCR operation. As far as this historian recollects, these two changes were never recommended again.

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publication would not be as current as Intellofax

and the total expenditure would be more. TT3 did,

however, recommend a printed index of published

FBIS material, possibly through an external research

contract.*

(4)   Selection (TT4)

TT4 was assigned the problem of

studying the publication selection criteria and

determining whether the Agency staff participated

in the selection process, whether there was a satisfactory

selection policy, and whether the selection function

should be in the Acquisitions Branch or in the

Reference Branch. The Team recommended that a

committee of Library selection consultants be designated

a channel subordinate to CRAG representation to

receive research programming and project planning

papers. TT4 gave both plus and minus marks to

the selection policy. It was not satisfactory

in that there were selection standards and practices

FOIAb3b1   25X1A5a1

for which there were no official endorsements.

Written statements of policy, criteria, and procedures

were also incomplete. A plus mark was given to

the emphasis on a strong reference and bibliographic

collection.

(5) Circulation (TT8)

25X1A9a

███████████, Deputy Librarian

since 1957 and chairman of TT8, was also Acting

Chief of the Circulation Branch for a short period

in order to coordinate the TT study and to delve

into circulation weaknesses. TT8 studied in detail

actual operating procedures, forms in use, files

or records maintained, working tools and equipment

available, staffing patterns, the existence, if

any, of duplication of effort, and the possibility

of combining functions or operations. The detailed

procedural charts made by the TT member from the

Management Staff provided a useful management tool,

and several suggestions for simplification of work

methods were put into effect while the survey was

underway.

TT8 agreed with the Consultants

that with 16 units the Branch was overorganized.

It recommended that some realignment of functions

should take place immediately: the ultimate goal

should be the consolidation of the Services Section

(with its four units) into a Document Section and

a Book-Periodical Section. The Team also recommended

procedural changes, more precise work standards,

clearly defined work methods, and discontinuation

of the indefinite loan files. According to the

TT members, the Consultants' charges of low production

and slow service could be overcome by the following

actions: simplifying procedures; outlining precise

work standards and methods; microfilming all NODEX *(not indexed)*

documents onto aperture cards; annotating source

cards when documents required special handling;

placing cards in the card catalogs for only those

books that were available to users of the catalogs;

assigning to the Branch Chief wide discretion in

purchasing and reproducing materials when this

appeared to be the best method of servicing a request;

and, finally, placing responsibility on the purchasing

offices for the custody and accountability for

materials purchased with other than CIA Library

funds.

(6) Cataloging (TT9)

TT9, two members of which were professional catalogers--one head of the Catalog Section and one a former head--directed its efforts to studying the card catalogs, the workloads and the cost of cataloging. The Team members agreed with all five of the Consultants' criticisms: (1) The catalogs were inefficient tools and badly kept, because new and additional cards were machine filed in the Subject and Area Catalogs at irregular intervals from 5 months to 1 year. For catalog purposes, the long, narrow IBM card was considered impractical, whether filed on end or on the side. (2) Too many cards per title were made--19 per title plus special card service based on 82 requirements (for example, one card for [ORR] for every title in an Oriental language). TT9 recommended that cards be prepared only for the Catalog Section (one for Author/Title and one for the Shelf List), for Reference Branch (one for Author/Title, one for Subject, one for Area) and for the Branch Libraries (one for Author/Title for each library). (3) High cataloging costs were

due to the lack of clearly defined acquisition
and selection policies and the preparation and
distribution of catalog cards all over the Agency.
(4) The use of the ISC was not profitable for cataloging
books. TT9 heartily endorsed the adoption of the
LC classification scheme and devoted itself to
establishing workload standards for conversion.
(5) Assuming that the Consultants meant that production
rather than workload was low, TT9 pointed up the
need for a better balancing of the professional
versus the nonprofessional personnel in the cataloging
operation.

(7)   Reference (TT10)

The Consultants had criticized the
Information Unit of the Reference Branch on several
scores: It was grossly overstaffed, it made too
much use of untrained staff for work requiring
professional competence, and it used tools inferior
to those in most reference libraries. The Consultants
claimed that analysts must go to many places to
get the information that was available and must
also maintain large personal files because Library

service was poor and undependable. The Consultants
also accused the Bibliographic Unit of low quantity
and quality work, requiring little special competence.

With these harsh criticisms in mind,
TT10 stated that the organization of the Reference
Branch into information, bibliography, selection
and Intellofax units dispersed manpower, segmented
and duplicated efforts, and failed to develop the
kind of well-rounded reference competence required
by the Agency. The Team recommended that the Branch
be reorganized along area and functional lines,
assigning to each specialist all the reference
functions, including selection. TT10 felt that
the Reference staff needed strengthening in economics
and natural sciences as well as in reading capability
in the Slavic and Chinese languages. The Team
recommended more aggressive methods to acquaint
Agency personnel with reference services and to
secure feedback on services rendered. It also
suggested a more meaningful system of record keeping
and reporting to describe and evaluate Branch activities.

(8)   Single Information Center   (TT11)

The Consultants' proposed organization
for OCR was based upon the major premise of a centralized
information service for CIA in OCR. By this they
meant the establishment of one point of contact
for users of OCR reference services and the representation
of each OCR service division at the central point.
TT11 maintained that the Consultants did not provide
a clear and consistent definition of the proposed
information center, not differentiating between
the concept of "centralized information center
for CIA in OCR" and of "one point of contact for
users of OCR reference service." TT11 concluded
that the single information point concept was illusory
because in practice the Consultants themselves
indicated that except for short-term transactions,
the customers would be referred to several registers
and/or other supporting information units. The
Team felt that the nucleus of a central (in contrast
to a single) information unit already existed in
the Reference Branch. TT11 accused the Consultants
of making too superficial a study of the Registers

(and the Consultants admitted as much) and of other

units outside the Library for them to evaluate

adequately the unique character of their reference

services. The Task Team was very much concerned

that the Consultants had extended the reference

yardstick to the point where it was proposed to

separate the reference service per se in the Registers,

25X1A8a   in ███FDD and in the ORR Map Library from each

parent organization and incorporating it into a

single reference unit. TT11 recommended that a

central information unit be established within

the Library and that the following activities,

whether administratively part of OCR or not, be

located in close proximity to each other in the

new building and that they be readily accessible

from the central information unit: Library, Industrial

Register, Biographic Register, *(BR)* Graphics Register,

FDD.
the Map Library and ~~the Foreign Documents Division~~.

(9)   MINICARD (TT12)

The Consultants obviously could

not criticize the MINICARD System* in depth because

---

* See chapter on the (Intellofax System) for
discussion of the MINICARD experiment.

it was not operational in 1957, nor was there a
staff or formal paper evaluating the gains anticipated
from the new system. The task of TT12 was to determine
if (1) MINICARD offered advantages over Intellofax;
(2) the MINICARD pilot operations had been satisfactorily
planned; (3) OCR should have a continuing high-
level planning and management staff to investigate
new ideas.

TT12 concluded that (1) MINICARD
did offer many advantages over Intellofax and would
substantially improve OCR's support of intelligence
research; (2) OCR should immediately organize a
MINICARD Pilot Operating Staff composed of a Chief
and personnel from the Machine and Document Divisions
and the Library to develop policies and procedures
and to direct the pilot MINICARD operation system;
(3) OCR should have a high level planning and manage-
ment staff to investigate new ideas of document
receipt, dissemination, indexing and retrieval,
to keep abreast of new developments in the fields

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and to study continually the OCR system in order
to recommend changes to improve its efficiency
and service to user offices.

10. After the Storm--1958-59

What did the Consultants' Survey and the Task
Team Reports do to the Library? It was obvious
that many of the recommendations were dependent
upon the move to the new building and those referring
to the Intellofax System dependent upon the success
of the MINICARD experiment. The overall history
of OCR discusses in general Mr. Borel's 1958 program
for implementing recommendations of the Consultants
and the Task Teams.

Needless to say, the Library reorganized on

25X1A9a

4 June 1958. Mr. ████ comments at that time
are pertinent to an understanding of the Library's
reaction to the 2 years of intensive examination
(IG, Consultants, and Task Teams):

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What the Library Survey attempted
to do, and what Task Teams, including
CRAG, are trying to resolve are
certain basic goals or standards
needed to give our Agency the best
kind of Library...I believe that the
mountain of words being amassed on
what our problems are tends to over-
whelm and becloud fundamentals...As
we experiment with new techniques
and procedures in the new environment
which we are now creating, the
recommendations (by the Consultants
and Task Teams) will be studied
and adopted as appropriate to our
entrance into the new building...
These have been difficult times
but I believe we can look forward
now for the next few years to a
period when our objectives of
optimum service are clearly in
sight. 66/

a.   Revitalized Reference Branch

In the reorganization, 25X1A9a
████████████

was designated Chief Reference Librarian, replacing
25X1A9a
Mrs. ████████ as Chief of the Reference Branch.
25X1A9a
He continued to act as CIA Librarian in Mr. ████████

absence.* A Bibliographic Section, combining the

bibliographic and selection functions, was established
25X1A9a
with Mrs. ████████ as Chief.** The Branch Libraries

were transferred out of the Circulation Branch

because of their across-the-board library activities

and established briefly under the control of an
25X1A9a
independent Branch, with ████████ as chief.

By December 1958, however, they were brought under

the Reference Branch on the recommendation of the

Management Staff because it was recognized that

the most important part of their work was of a

reference nature.

25X1A9a
  *████████ was named Staff Assistant to
the CIA Librarian to perform work previously assigned
to the Deputy Librarian: staff work and much of
the coordinating below the policy level.
  ** As a special service to ONE, Mrs. ████████   25X1A9a
was detailed to that office in November 1958 for
2 months to compile an index to National Intelligence
Estimates (NIE's) and Special National Intelligence
Estimates (SNIE's) published during 1957 and 1958.
25X1A9a
One of Mrs. ████████ assistants continued compilation
of the index until 1964.

The Catalog Section, which had been under

Acquisitions Branch since November 1956, was for

the first time in its history placed in the Reference

Branch (where it remains).* This was a recognition

of the vital role of the catalog in reference work.
25X1A9a
In February 1959 Mr. ▆▆ appointed a specific

task team made up of Library personnel to recommend

the cataloging system that would be the most useful

from the Library point of view. 66/ Everyone

agreed on the LC system and, although this change

was an internal matter and would be adopted,

Mr. Borel decided to so inform CODIB. 68/ He received

its blessings, and the changeover began in the

summer of 1959. To provide for subjects inadequately

covered by the LC scheme, the Catalog Section produced

three of its own schedules: 69/ Law, Communism

and Communist Parties, and Intelligence and Security.

These schedules were distributed to CODIB members

and selected nonintelligence libraries, including

the LC. The recataloging, to everyone's surprise,

---

* This Library activity was administratively
transferred more than any other.

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was concluded by January 1963, except for a small number of titles in the Historical Intelligence Collection, which were given low priority and not completed until October 1964.

b.   Back to School

The need to provide more training for its librarians, some of whom did not have degrees in library science, had become evident during the 2 years of investigations, so in 1959 the Library began a program of sponsoring training at recognized Library schools. ████████████, who headed the Training Branch Library, attended Rutgers University during the school year 1959-60 and became the first employee to receive a master's degree in library science under Agency sponsorship. Through 1970 eight more OCR employees received similar training at Rutgers, Columbia, Catholic, and Maryland Universities and at Drexel Institute of Technology.

25X1A9a

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c.   Accessions List Again

The subject of an accessions list for
the CIA Library had come up recurrently ever since
the last one was published in 1956. In 1959 the
Library and Mr. Borel, through CRAG, 70/ explored
the demand for such a list because of an increase
in volume of Russian books on many subjects. Only
three customers replied to CRAG 15-59, so Mr. Borel
issued CRAG 15/1-59, 71/ announcing that an accessions
list would not be published.

11. A Reorganization Before A Move--1961

In line with OCR policy to coordinate like
functions for possible economies, five positions
in the Copy Unit of the Circulation Branch were
transferred administratively in April 1961 to MD
for operation of the photostat machines. This
gave the Library a T/O of 133. The filing and
servicing of the filmed collection continued to
be performed in the Circulation Branch. A further

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organizational change involved the transfer of

the three-man Selection Unit from the Bibliography

Section of the Reference Branch to the Acquisitions

Branch. The Librarian's reasoning for this transfer

was to allow the Selection Staff to participate

more actively in the preparation of selection guides

for the foreign procurement program and to plan

for the actual location of the Selection Section

in the Acquisitions Branch in the new building.

The shift was on paper only; the selection activity

never moved administratively or physically because

there was no room in the new building for the Acquisitions

Branch. The Selection Staff therefore was assigned

directly to the Librarian's Office. The title

of Chief of the Catalog Section moved up a notch

in prestige and became Chief Cataloger as an acknowledg-

ment of the Library-wide responsibilities of the

incumbent.

The move of the main library to Langley was

completed on 28 September 1961. During the move,

main library service points were maintained at

the Branch Libraries, State Department Library,

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and the LC. All hands assisted in unpacking and
shelving the Reference Collection, unpacking and
placing furniture, and locating periodicals, newspapers,
and press summaries for display purposes. The
Branch Libraries in Barton Hall and R&S and K
Buildings were abolished before the end of 1961
and their functions consolidated with the main
Library. Library service increased significantly.
Intellofax requests were up 31% over 1960, and
requests for the loan and/or retention of books
and documents increased 59%.

12. The Mid-1960's

At the invitation of the AD/CR, two consultants
visited the Library in June 1962 to review operations
and facilities in the new building and to advise
officials on policy and procedures. ███████ 25X1A5a1

25X1A5a1 ████████████████████████████████████

████████████████████████████████ 25X1A5a1

submitted quite a different report 🖉 from the
devastating Consultants' Report of 1957 (although

25X1A5a1 ████████ had also been a member of that team). They

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commented favorably on the conduct of programs

and services and suggested only minor changes in

organization, training programs for staff members

and the publication of accessions lists. The Accessions

List resumed publication as a monthly issuance

in 1963 partly on this recommendation and partly

because of consumers' requests.

An OCR management decision of November 1962

assigned to the Inter-Agency Service (IAS) unit

of the Circulation Branch the job of ordering and

distributing military procurement materials that

could be obtained without charge from US military

establishments. This was transferred from the

Acquisitions Branch to IAS in order to reduce the

number of Library points contacting the same suppliers

and to clarify and reduce the responsibilities

of Acquisitions Branch with regard to the procurement
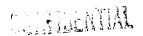
of classified and "free" publications.

    a.   IG Again

    The Inspector General surveyed OCR again

in September 1963. 55/ The Library was rated

high, and the overall tone of the report was that

it had been able to render an increasing amount
of effective service to both CIA and non-CIA users.
Commending the work of the Selection Staff, the
IG nevertheless stressed the need for a reevaluation
of selection policies. He recommended the establishment
of a group of representatives of the major components
of the Agency who would discuss and reexamine with
the Librarian and the Chief of the Selection Staff
the policies pertaining to book procurement. This
was not a new idea; TT4 and CRAG had recommended
similar action. 24/ The IG felt that the
move to the new building had substantially reduced
many of the former difficulties that the Circulation
Branch had had in recovering borrowed books and
documents. Recognizing the faults inherent in
the Intellofax System, the IG nevertheless described
the System as an asset to the Agency and complimented
the Library on "improving and producing a better
coding system." The IG recommended a system of
rotation of assignment every 2-3 years for reference
librarians to other parts of the Library for new
and challenging responsibilities. Describing the
CIA Library as unique, the IG recommended the establishment

of a training course in the use of the Library

for production analyst recruits. The IG recommended

that the Historical Intelligence Collection (HIC)

be transferred to and become a subordinate unit

of the Library.

The following actions were taken by Mr. Borel

and John Vance, who became AD/CR in December 1963,

to implement IG recommendations: 25/ (1) Another

CRAG Notice was issued in January 1964 urging all

users of the Library to participate in the strengthening

of the Library collections through comments or

specific recommendations to the Selection Staff. 26/

(2) The AD directed the CIA Librarian to outline

a suitable training program for production analyst

recruits. One reference librarian was assigned

to this task and by March 1964 had completed work

on a paper outlining such a course. (3) The transfer

to the Library of HIC and its personnel was accomplished

on 24 September 1963 (but it was transferred back

to the OCR Director's Office in 1965). No further

action was taken on the recommendation to rotate

reference librarians because 10 of the 11 reference

librarians had had professional library experience outside the Information Section and five of them elsewhere within the Library. The Executive Director of the Agency also disapproved of the recommendation.

b. New Librarian

25X1A9a

Mr. ███, who had had foreign publications procurement experience right after World War II 25X1A6a in ███ and had been closely involved with the program throughout his 15-year career with the CIA Library, first as Deputy Librarian and then as Librarian, was chosen to fill the post of Regional Publications Procurement Officer in London. He 25X1A9a departed in July 1963, and ██████████, formerly with BR and the Staff for the Community Information Processing Study (SCIPS), became the CIA Librarian. 7𝟲/

c. Impact of CHIVE

Beginning in FY 1964, one of OCR's major efforts was directed to Project CHIVE, a long-range large-scale plan for a computer-based central reference

facility. Working closely with the Office of Computer

Services, OCR conducted an indexing experiment

in the fall of 1964. The Library's Chief Cataloger

was one of the chief indexers, and he decided to

remain permanently on the CHIVE staff. He and

the ISC Training Officer were responsible for revising

the ISC into a detailed indexing scheme to be

used for both collateral and codeword material--

the Subject Intelligence Code (SIC). The Library

Staff Assistant became the CHIVE recruitment officer

and during 1965 the Library lost five additional

persons to CHIVE.

    d.   External Relations

      (1)   The Industrial College of the Armed

           Forces (ICAF) and the Pan American

           Union (PAU)

          Interlibrary loan service was established

with the ICAF Library in January 1961 and a similar

relationship with the PAU Library in October 1961.

The Office of Security and the DD/I offered no

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objections to these working relationships with
the latter, even though it was an international
organization. 7⅄/

(2) COSATI and US Secret Service

In February 1964 the Library was
accorded observer status on the President's Federal
Council on Science and Technology's Committee on
Scientific and Technical Information (COSATI);
Mr. 25X1A9a ████ attended the monthly meetings regularly,
and this exposure gave the Library an insight into
developments in other government libraries, particularly
nonintelligence. In M̶a̶r̶c̶h̶ _February_ Mr. 25X1A9a ████ was also
designated OCR contact point with the Protective
Research Section of the US Secret Service. 79 DD
cooperated in screening incoming items of possible
use in protective research relative to presidential
visits abroad. Extensive Intellofax runs were
made before each visit and turned over to the Secret
Service via Mr. 25X1A9a ████ and DD/P channels.

(3) <u>Machine Literature Searches</u>

1966 saw the beginning of machine literature searches using the systems of the National Library of Medicine, the Defense Documentation Center (DDC) and the National Aeronautical and Space Agency (NASA). A year later, at the request of ORD, a model 33 ASR telewriter was installed in the Library, providing a direct link to the

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This supported Project COLEX, a data base of 54,000 citations to unclassified articles and reports on aerospace technology. The approach was by author, descriptors, or COSATI subject category. The response was immediate with TWX printouts at 100 words per minute.

(4) <u>Chinese Publications</u>

The Coordinator for Academic Relations recommended to Mr. Borel that CIA make available to the academic community its holdings of unclassified

mainland Chinese publications. 81/ In 1967 the
CIA Library began a program of microfilming more
than 2 million pages for the Hoover Institution
at Stanford University. A microfilm copy was also
made for the Library and the hard copies were sent
to LC. This program was not completed until 1972.

e. Servicing

Budget cuts in 1964 caused the curtailment
of two Library services. Special indexes to the
NIE's were stopped. With the abolishment of the
Bibliography Section of the Reference Branch, the
Library ceased preparing formal bibliographies,
and the responsibility for limited bibliographic
service was transferred to the Information Section. 82/
At the same time, however, new services were added.
The Library inaugurated a Scientific and Technical
Information Service (SATIS) in support of the scientific
and technical activities of CIA. 83/ In response
to a request from ORD, the Library provided an
announcement service by means of reproduced tables

of contents of selected journals, which were located

on display shelving at one end of the Reading Room.

SATIS, which was used extensively but without much

selectivity by ORD and one office in OC, was discontinued

in 1967 because of dwindling Library personnel

resources and ORD's own capabilities. 84/

The Information Section also assumed

responsibility for servicing requests from BR's

International Conference File, to which BR had

added no new material after 1965. The Library

finally retired the file of 60 boxes to Records

Center in July 1966 because of little request traffic. 85/

To meet expressed needs of NPIC, ORR,

(OSI) and the Deputy Director/Research, the Library

took steps to receive and distribute, but not store

or catalog, selected US reports on missile and

space research and development. The volume of

such reports by US contractor groups was staggering

and would have buried OCR and the analysts if received

in toto. The Library felt that although this was

an ASTIA responsibility, ASTIA was not geared to
meet CIA's needs, and so the Library negotiated
an interim approach with the research components
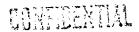of DoD and separately with NASA.

(1) Library's Servicing of Intellofax

To ensure all-source reference support
(the name of the game under the CHIVE concept),
the Intellofax Reference Group on 1 June 1965 began
a systematic exchange with the OCR's Special Register
of request sheets for machine listings of documents.

The retrieval aspect of the Intellofax
System was finally transferred from Library Reference
to DD in November 1965, and the activity was renamed
the Intellofax Reference Service (IRS) with the
transfer of one slot from the Library. OCR
Instruction 1-3, 86/ dated 19 October, gave the
reason for the change: "This change places both
indexing and retrieval of collateral documents
under single management and represents pre-CHIVE
planning designed to ease the transition into the
computer-backed reference world." It took 18 years

to achieve an ever-hoped-for goal on the part of

the document classifiers--to put input and output

together!

Two mammoth machine runs in the

summer of 1966 taxed the resources of the three

divisions involved in the Intellofax System. OSI's

request for a machine run for the purpose of updating

national Intelligence Survey

Section 43 of various (NIS) areas resulted in 9,953

references. The Circulation Branch agreed it would

print documents up through eight pages, the contents

of one aperture card, without viewing. The OSI

requester agreed to view all large reports before

they were reproduced. During this elephantine

task, another request of similar magnitude was

received from ORR. This request resulted in 7,645

references. The requester agreed to the same restrictions

as OSI, and the Library reproduced 100 documents

for him each day. This number was increased after

the completion of the OSI project. Results: two

satisfied but rather overwhelmed customers.

f.   The Future of the Library

In a memo commenting on CIA Library cost

reduction goals, Walter Pforzheimer, HIC Curator

who was Acting Librarian for a few months in 1965

25X1A9a

until Mr. ▮▮▮ returned wrote:

> Personnelwise the Library is
>
> at rock-bottom. Nothing
>
> significant can be cut from any
>
> Object Class without detriment
>
> to, or even outright denial of,
>
> service in certain areas,
>
> particularly document delivery.
>
> We have no low-priority
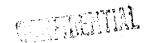>
> activities to eliminate. 𝟪𝟩𝟪/

25X1A9a

        Alex ▮▮▮▮, returning from his two-year

25X1A6a

tour of duty in ▮▮▮▮ to resume his duties as

CIA Librarian in October 1965, found a greatly

weakened Library in terms of strength and stature.

The Acquisitions Branch, which had been part of

the Library since 1953, had been transferred in

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25X1A9a

April 1965 to FDD. (FDD had been part of OCR since 27 December 1963.) Mr. ████ became concerned with the lack of a delineation of any meaningful role for that part of OCR referred to in the OCR Five-Year Plan of 16 March 1966 as the "non-CHIVE Library." 86/ He felt that a few lines on the Library were necessary, otherwise the "Library's bare bones are fair game for further paring." He continued with almost a plea:

> The Plan highlights the "exploitation"
> of open literature through the
> services provided by translation,
> dissemination and its subsequent
> retrievability in the CHIVE
> mechanism. The Plan does not
> acknowledge that such open
> literature may also be available
> in book or periodical form in
> the CIA Library...The Library's
> daily role, which it refuses
> to call "exploitation," in
> aiding less demanding requesters

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responds to about 1,000 reference

requests per month, to say nothing

of the Library materials which

the requesters find by themselves

in the Library. To have essential

Library service available takes

high caliber people - cataloging,

circulation, and reference - to

keep available a current vibrant

collection. They are as important

to the program for making open

literature available as the

translators and/or mechanized

equipment...There are many

facets in the OCR blueprint

for the future where the CIA

Library has important contribu-

tions to make. It offers its

capabilities as a member of this

partnership to help the plans

achieve fruition.

Many of the plans for reorganization
of OCR included curtailment of Library services
with the threat of cutting back the existing reference,
periodical, selection,and cataloging services to
a minimum level. Fortunately, this did not occur
in the September 1967 reorganization. 83/