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Memorandum to File
From: Michelle Seguin and Eric Scheinkopf
Re: Organizational Structure of the Central Intelligence Agency
January 27, 1995

        For purposes of locating assassination records, we concentrate on the organizational structure of the CIA for the time period from 1958 through 1965.   Due to its clandestine nature, the CIA's organizational structure and its records systems have been difficult to determine.   In 1959, the CIA was comprised of ten major offices: the executive offices included the Director and Deputy Director of Central Intelligence, Cable Secretariat, Inspector General, Comptroller, and General Counsel; and the deputy directorates included the Directorate of Intelligence (DDI), Directorate of Plans (DDP), Directorate of Support (DDS), and Directorate of Coordination (DDC) (see exhibit 1).   One significant change in organizational structure occurred in the early 1960s when a new deputy directorate was established, the Directorate of Science and Technology (DDS&T).   To make room for this new entity, the Deputy Directorate of Coordination was eliminated and its responsibilities were spread throughout the Agency.   In addition, the DDP was renamed the Directorate of Operations (DDO) in 1975, and the DDS was renamed the Directorate of Management and Services (DDM&S) and then Directorate of Administration (DDA).   Overall, the CIA's organizational structure did not change dramatically throughout the relevant period.

        When we look at the structural breakdowns of each directorate, see exhibit 2, and consider the functions and responsibilities of each directorate, we can make a fairly good judgment as to which offices were more likely to

create and retain documents pertaining to the JFK assassination.   Starting at the top, the DCI most certainly, at one time or another, possessed or had access to assassination records.   According to an official directive obtained from NARA's collection (see exhibit 3), the DCI in 1963 created and maintained its records in the following manner: The "Executive Registry" was the central document file for the Office of the Director and was responsible for the control and location of all papers throughout the Office.   (As stated in exhibit 4, the office named the Executive Secretariat was created in July 1973 and became responsible for overseeing the Executive Registry.)   The Registry was compartmentalized for reasons of security to ensure proper handling of papers of all classifications and degrees of sensitivity.   As exhibit 3 states, "All papers moving into and out of the Office of the Director, whatever their classification, [were] sent initially to the Executive Registry for appropriate logging and so that control [could] be exercised over their location."   In addition, "Action Memoranda" and "Executive Memoranda" prepared **by** the DCI's staff were maintained in a central file and follow-up system by the Office of the Executive Director.   Papers prepared **for** the Office of the Director were handled in a somewhat different manner.   One type of document, action papers, were forwarded to the Office in an original and one copy with attachments, and were routed to the DDCI and DCI through the Executive Director.   As stated in the directive, "[a]fter action the original [would] be returned to the originating component where it [became] the <u>official record copy</u>.   The originating official [was] responsible for evaluating it for permanent or temporary retention.   The carbon [would] be maintained in the Executive Registry for a period of six months after which it [would] be destroyed."   Information papers were a second type of paper coming into the Director's Office.   They were forwarded to the Director in an original and one carbon.   The original would be returned to the originating component after the DCI, DDCI and Executive Director had been informed.

Once again, the original became the official record copy and one carbon was maintained in the Executive Registry for a period of 90 days and then destroyed.   Another type of paper was the intelligence information memoranda.   These were routed to the Director by the Executive Registry and the Executive Assistant with a copy each to the DDCI and Executive Director.   These copies were usually destroyed after review.

The bulk of assassination records most likely originated in several offices within the DDI and the DDP.   As the responsibilities of these directorates are fairly evident, they most likely were charged with investigating various issues surrounding the assassination and then relaying this information to the DDCI and DCI.   We were not able to locate any information describing the document creation procedures in these two directorates but we do know that they had their own record collection office.   The relevant office for the DDI was named the Office of Central Reference (OCR), later named the Office of Central Services (OCS), and the office for the DDP was the Records Integration Division (RID).   While we could not locate any information on the organizational system of the RID, we did locate information on OCS.   As stated in exhibit 5, the OCR/OCS underwent "its most comprehensive reorganization and revamping in the twenty year history of the Agency" in July 1967.   The OCS consisted of the Information Services Group, Document Systems Group, and a Planning and Management Staff.   The first group was composed of five geographic divisions and the CIA library and was responsible for indexing and processing information, answering questions, and producing reports.   The Document Systems Group consisted of three divisions to provide centralized support to the geographic divisions and to other Agency and Community activities in the areas of open literature acquisition, photo and film collection service, document and photo dissemination, storage and retrieval, and electronic data processing.   The three divisions of DSG were Acquisition

and Dissemination, Document and Pictorial Services, and EDP Support. Finally, the Planning and Management Staff was the administrative organ of the CRS.   (see schematic, exhibit 5)

We also located a document in the CIA collection at NARA that explains in detail the organization of the Document Systems Group **before** the major reorganization described above (see exhibit 6).   The DSG was comprised of three divisions: 1) Indexing and Services Division, 2) Dissemination and Files Division, and 3) Machines Support Division. Knowing the system of the Indexing and Services Division could prove extremely helpful in identifying assassination records.   In particular, one of the first tasks of ISD was to publish a keyword index to limited distribution special intelligence reports.   It was published in 1966 and covered receipts from 1964 through September 1966.   In addition, this index was prepared using a direct keypunch-controlled keyword-full title technique. Another beneficial source that the ISD created was the Intelligence Subject Code (ISC), which was used in the Intellofax System.   (The Intellofax System was eliminated in February 1968.) The fourth and last edition of the ISC was produced and distributed in March 1967.

After reviewing other documents from the CIA collection at NARA, we believe that many offices maintained their own type of Registry.   Two documents that would support this proposition are exhibits 7 and 8.   The former exhibit, dated around the same time as the Executive Registry directive, mentions an "OCI Registry" and a "CTSC Registry".   The second exhibit, dated May 2, 1972, outlines the Retention Plans for permanent records of each office in the Support Directorate.   Attached to this cover memorandum are the plans for the Office of Security.   These plans provide a strong basis for determining the structure of this particular office and of the entire directorate's records retention policies.   Unfortunately, analogous plans could not be located for any other directorate.

Another interesting entity within the CIA was the Historical Staff under the DCI and later the DDM&S.   In particular, we found a document in the CIA collection at NARA that describes three research projects undertaken by the Historical Staff (see exhibit 9).   All three of the projects could very well contain assassination records, especially the project pertaining to the history of the Agency's development and performance during the Kennedy administration.   These specific projects, as well as others completed by the Historical Staff, may be some issues that we could discuss with the CIA.

With respect to the late 1970s and 1980s, we could not find any information that explained the CIA's record creation and retention policies. We do have many schematics that show the organizational structure of the Agency and can make fairly good judgments as to the offices that may maintain records (see exhibit 10).   Although, a Staff Memorandum from the Advisory Committee on Human Radiation Experiments provides some insight into the present records systems (see exhibit 11).   CIA records are presently maintained in and controlled by CIA Headquarters in Langley, Virginia and at the CIA records center (which is independent from the National Archives and the Federal Records Center).   The main database at the CIA is the Agency Records and Information System (ARCINS) and contains information on the holdings of most of the major components in the Agency Archives and Records Center.   This database contains subject listings down to the folder level and operators have the capability to initiate key word searches.   Although, operators cannot electronically retrieve information or documents that may be within a file but not referenced. Consequently, there remains a possibility that the CIA possesses relevant information that it has not located.   The following list includes some additional information provided by the Staff Memorandum on the record

system of each of the four directorates and the DCI's offices:

1) Director of Central Intelligence - The files under the control of the DCI are on paper from 1947 through 1980 and are indexed in the ARCINS.

2) Directorate of Science and Technology - This directorate depends on ARCINS for searches.

3) Directorate of Intelligence -   This directorate has three central databases that are computerized index systems of raw and finished intelligence reports, as well as two hard copy indices.   The former are queried by subject categories, area codes, and/or key words.   The documents themselves (not merely "folder titles") are indexed.

4) Directorate of Administration - This directorate's files are indexed primarily by name.

5) Directorate of Operations - This directorate has an automated index system that contains subject files and personality files.