

A Strategy for Preserving the Information Resources of the Panama Canal



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Prepared under contract to the U.S. Agency for International Development

Contract Number AEP-0232C-00-4035-00

Contract Number AEP-C-97-00002-00

July 1997

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EXECUTIVE SUMMARY

At the request of USAID/Panama, an invitational TDY was approved to advise the Transition Commission for the Transfer of the Canal (CTTC) on the need for the creation of an information center within the organization. The TDY team conducted interviews with various information providers (within the Panama Canal Commission (PCC) and other external organizations) and reviewed extensive materials provided by individuals and organizations. A primary issue of concern is the need to preserve the patrimony of Panama by retrieving historical records already sent to the U.S. National Archives and Records Administration (NARA). In addition, the CTTC wants to preserve the historical documents that are currently being created, such as the Organic Law, which authorizes the creation of the Panama Canal Authority (ACP). Based on findings from the interviews and a review of materials, the TDY team determined that while information handling and preservation practices within the PCC are sound, better communication between the PCC and the CTTC would be beneficial. An information function within the CTTC will require the recruitment of a dedicated information manager. NARA will cooperate with the PCC in the reproduction of records of interest to CTTC, however, retrieved materials will need to be stored under environmentally controlled conditions, which are currently nonexistent. The report recommends the recruitment of a qualified information manager to oversee the creation of the information center and its functions within the CTTC and provides a strategy for identifying funding sources for the reproduction of materials. With approximately 900 days remaining until the Canal reverts to Panama, the CTTC is poised to create, manage, and use information in a whole new way. The twenty-first century offers Panama an opportunity to focus on the future and not on the past.

GLOSSARY OF ACRONYMS

ACP	Panama Canal Authority
CFR	Code of Federal Regulations
CTTC	Transition Commission for the Transfer of the Canal
FOIA	Freedom of Information Act
GOP	Government of Panama
IMDU	Information Management and Disposition Unit
LAN	Local Area Network
LOC	Library of Congress
NARA	National Archives and Records Administration
NGO	Nongovernmental Organization
PCC	Panama Canal Commission
R4	Results Review Resource Request
SO	Strategic Objective
TDY	Temporary Duty
TRC	Technical Resources Center
USAID	U.S. Agency for International Development
WAN	Wide Area Network
WWW	World Wide Web

The creation of the Panama Canal was far more than a vast, unprecedented feat of engineering. It was a profoundly important historic event and a sweeping human drama not unlike that of war. Apart from wars, it represented the largest, most costly single effort ever before mounted anywhere on earth. It held the world's attention over a span of forty years. It affected the lives of tens of thousands of people at every level of society and of virtually every race and nationality. Great reputations were made and destroyed. For numbers of men and women it was the adventure of a lifetime.

From the preface, David McCullough, *The Path Between the Seas: The Creation of the Panama Canal, 1870-1914*. Simon & Schuster, 1977.

1. Background

Panama Canal

On November 18, 1903, a treaty between the United States and the Republic of Panama was signed, making it possible for the United States to build and operate a canal connecting the Atlantic and Pacific Oceans through the Isthmus of Panama. The treaty granted the United States, in perpetuity, the use, occupation, and control of a canal zone, approximately 10 miles wide, in which the United States would possess full sovereign rights "to the entire exclusion of the exercise by the Republic of Panama of any such sovereign rights, power or authority."

Construction of the Panama Canal occurred between 1904 and 1914 at a cost of \$387 million. More than 75,000 men and women labored on the Canal enduring endless hardships due to environmental hazards and tropical diseases. The building of the Canal encompassed three main problems: engineering, sanitation, and organization. The Canal is a feat of engineering recognized worldwide, involving an eight mile excavation through the Continental Divide at Gaillard Cut and the creation of the world's largest earth dam (Gatun Dam) up to that time; designing and building the most massive canal locks ever envisioned; constructing the largest gates ever swung; and solving environmental problems of enormous proportions. The first ship sailed through the Canal on August 15, 1914.

The Canal is a lock-type canal approximately 51 miles in length. Three sets of locks raise and lower ships 85 feet above sea level. It requires an average of eight to 10 hours for a ship to transit the Canal. Since the Canal first opened, more than 700,000 ships have transited the Canal, with an average of 37 ships passing through the Canal daily.

Panama Canal Commission

U.S. domination over the Panama Canal Zone, and the Canal itself, were continuing sources of conflict between Panama and the United States. After years of negotiation that floundered in a series of stalemates, two new treaties were finally accepted by both countries in 1977. The first provides for the gradual phasing out of U.S. control of the Canal, with Panama assuming complete ownership and control at noon on December 31, 1999. The second treaty ensures that the Canal remains open and neutral for all nations during peace and war. The new treaties went into effect on October 1, 1979 and resulted in the creation of the Panama Canal Commission

(PCC), an independent U.S. government agency, to oversee the transfer of the Canal from the U.S. government to the government of Panama (GOP). The PCC is regulated under *Title 35 of the United States Code of Federal Regulations*. The mission of the PCC is to manage, operate, and maintain the Canal, its complementary works, installations, and equipment and provide for the orderly transit of vessels through the Canal. The commission will perform these functions until the treaty terminates on December 31, 1999, when the Republic of Panama will assume full responsibility for the Canal.

Transition Commission for the Transfer of the Canal

On January 25, 1995, the government of Panama established the Transition Commission for the Transfer of the Canal (CTTC), which is in charge of the coordination required for the transfer of the Panama Canal operation and administration from the United States to Panama. The transfer of the Canal constitutes a significant governance challenge. One of the CTTC's major tasks has been the preparation of the legislation that will institute the Panama Canal Authority (ACP). The ACP will replace the PCC on December 31, 1999. The organic law that authorizes the ACP was signed on June 11, 1997. USAID/Panama maintains an interest in the activities of the CTTC since it has as a special Strategic Objective in its current R4, facilitating the smooth transfer of the Panama Canal as provided in the 1977 treaties.

Scope of Work for this Report

The objective of the Scope of Work for this report was to assess the documentation management needs and requirements of the CTTC/ACP to determine whether an information or document management center is needed within the organization. The CTTC/ACP determined that they needed technical assistance in library and records management in order to survey relevant information functions and review relevant publications to define the scope of the documentation center.

The CTTC, working through USAID/Panama, requested technical assistance from USAID's Center for Development Information and Evaluation. A copy of the approved Scope of Work is included as Attachment A.

2. Methodology for the Report

At the request of USAID/Panama, a TDY was approved to provide technical assistance for an assessment survey of documentation center requirements for the CTTC. The Scope of Work included the requirement to review documents concerning the transition process and to consult with personnel from PCC, CTTC/ACP, and other organizations.

Interviews

Interviews were conducted with individuals involved in information functions within the PCC. The intention was to talk to all who were involved in managing and providing information. Interviews included meetings with 11 individuals in four functional areas within the PCC: records management, the library, Freedom of Information Act and classified materials, and public affairs. Considerable time was spent with the records management staff, which involved reviewing practices and procedures and visiting three sites: the administration offices, the Diablo Heights apartment, and Building 42D.

Individuals from the Commission for the Transfer of the Panama Canal provided the vision for the future role of the ACP documentation center and historical information of interest. The president and representatives from Image Network Corporation, Inc. demonstrated their expertise with commercial scanning projects; individuals from the National Archives and Records Administration who are responsible for the Panama Canal shared their expertise in managing Canal information; and representatives from the newly formed Interoceanic Canal Museum Foundation of Panama and Transparency International, an NGO active in Panama, also provided unique perspectives on the role of information in their respective areas. All of these individuals were very helpful in providing the valuable information that informed the views included in this report. The list of the 35 individuals interviewed is included as Attachment B, and the schedule of meetings is included as Attachment C.

Review of Materials

A total of 32 documents provided by the Transition Commission, the PCC, and other individuals were reviewed for the preparation of this report. The purpose of reviewing these materials was to gain a better understanding of the policies and procedures in place within the PCC and to determine, if possible, what recommendations would be appropriate for the CTTC/ACP documentation center. The list of materials reviewed is included as Attachment D.

3. Review of PCC Information Functions

Information Maintenance and Disposition Unit

The records management function of the PCC is located under the Information Maintenance and Disposition Unit (IMDU). The records management policies and procedures in place at the PCC are required by the U.S. Government to protect and preserve valuable information that documents the conduct of U.S. government business and that has historical value. The requirements for the management, scheduling, and disposition of federal records are prescribed by U.S. government law and implemented by the U.S. National Archives and Records Administration (NARA). As long as the PCC is under the jurisdiction of the U.S. government, it is required to preserve its records in accordance with the law. The Panama Canal Commission agency record schedules lists 25 categories and is included as Attachment E.

Historical vs. Operational Records. Concern was expressed on multiple occasions by the CTTC about the need to preserve the patrimony of Panama by retrieving historical records already sent to the U.S. National Archives. Of special concern were vital records, including birth, death, felon, medical, and marriage records. A previous report by History Associates, Inc.¹ reviewed the vital records program of the PCC and identified seven methods for protecting vital records. Included in the report is a table that lists all vital records series and electronic systems in the offices of the PCC and recommends appropriate preservation strategies. The report was prepared from the U.S. government perspective and does not take into consideration those records of potential interest to the GOP. Since several of the seven preservation options include microfilm, optical imaging, or electronic backup strategies, replication would appear to be a feasible option.

In discussions with the IMDU, an abundance of information and materials was provided to review policies for scheduling and disposition. The PCC records management team has an excellent records management system in place, and the commission emphasized repeatedly that information is protected and not destroyed. Record series have been scheduled, and disposition instructions are in place. The last of the newly scheduled series is now under review by NARA. A current, ongoing effort to duplicate records prior to sending them to the Regional Federal Records Center in Atlanta is already being implemented. The records management team envisions that a pilot scanning project in the near future will facilitate this process.

Two major original collections are of interest to both governments. The first, the glass negative plates of the Halen collection, were already sent to NARA. While three copies of the photographs were retained by the PCC, the glass negatives themselves were sent. Also, the unique historical collection of engineering drawings (some on linen) is also recognized to be of significant value. NARA has agreed to accept microfiche aperture cards of this collection, but in discussions with NARA, concern was expressed about the conditions under which this fragile and valuable collection was being stored at the PCC.

Technology. Staff of the PCC records management team are well-trained professionals. Their knowledge of information technology is sound. They are already dealing with issues relating to managing electronic documents, have drafted an electronic e-mail policy, which is currently under review, and are using database management tools to control and track records from creation to disposition.

Electronic Records. The PCC is currently changing its computer systems from a mainframe environment to a Wide Area Network environment, standardizing on Oracle/SQL, and discussing the deployment of an enterprise-wide software platform, such as FileNet. This upgraded computer technology will enable the PCC to change the way it does business and will provide an opportunity to capture source documents electronically. The use of an enterprise document management system will provide a consistent set of tools, interfaces, and core services that can be configured to deliver different user applications throughout the CTTC/ACP enterprise.

Vital Records Plan for the Panama Canal Commission, August 27, 1996.

So long as the PCC is required to provide records to NARA, it is important to remember that NARA is very precise about the format and medium of acceptable records. Basically all electronic media (databases, electronic documents, etc.) must stand alone and not be dependant upon external software. This requirement is seen as an archaic restriction by some U.S. government agencies who are actively scanning critical documents for their own internal use. However, when the record is retired to NARA, most often it is paper copies of the document that are being retired.

The PCC records management team offers the CTTC/ACP an efficient model for an effective records management program. What is lacking is a place to retire records once the GOP takes over Canal operations. The GOP has no effective archive facilities or program.

In summary, the PCC records management team is currently identifying records that are of interest to both governments. Their plan to reproduce material prior to submission to NARA is a sound one and will preserve 'current history.'

Technical Resources Center

The Technical Resources Center (TRC) serves as the library for the Panama Canal Commission by providing a wide range of information services to all agency staff. The TRC's staff of 22 individuals maintains both a technical collection and an historical collection. The TRC is well connected to the library community in the United States through its memberships in both Fedlink and OCLC. The facility is a partial U.S. government Depository Library, which means that the TRC receives many U.S. Government publications free of charge. More than 100 series titles are received through the depository program.

The primary patrons of the Technical Resources Center are the staff members of the PCC. The TRC is open to the general public, including scholars and university students. It is not accessible to high school students or children. The TRC offers its patrons full reference service, including access to online database providers such as DIALOG, the Internet, interlibrary loan capabilities, an automated library catalog, 12 CD-ROMs that are networked, and four to five other non-networked CD-ROMs.

The TRC staff responds to approximately 600 reference queries per month, 75 percent of which are from PCC employees. The number of reference queries has risen approximately 8 percent each year over the past four years. The TRC receives only a negligible number of requests from other U.S. government entities. Many queries concern the genealogy of Panamanian citizens, who use the TRC records to trace their family trees.

Training is a major goal of the Technical Resources Center. The TRC trains PCC staff, such as future Canal pilots, on the history of the Canal. Further, the Technical Resources Center often offers training to local librarians within Panama City when the TRC invites outside organizations or services, such as online database vendors, to provide formal or informal training sessions.

The TRC was at one time both a library and a museum. After the treaties between the United States and Panama went into effect in 1979, the museum part of the TRC was deemphasized. However, the TRC still actively collects historical materials. There are few libraries in Panama, and the TRC boasts perhaps the best collection of materials on the history of the Canal. There are more than 20,000 materials in the historical collection compared to 25,000 items in the TRC's regular collection. It is interesting to note that the TRC is the only place in Panama that one can find Panamanian newspapers dating back to the mid-1800s.

The TRC worked closely with the Library of Congress (LOC) in the early 1980s to provide the LOC with copies of all materials that were part of the TRC's specialized Panama Canal collection. This program, which was part of the 1977 treaties, required that the originals of these materials be sent to the LOC for its collection. If the TRC had more than one copy of a particular item, a copy of it was sent to the LOC. If the TRC had only a single copy of an item, the TRC sent it to the LOC to be reproduced. The LOC would microfilm the item and send it back to Panama in this format. The Library of Congress kept all silver copies of the microfilm. If the LOC did not want an item, it was sent back to the TRC untouched. More than 15 years after this program began, there are still several items that have yet to be returned to the TRC.

Prior to the signing of the treaties in 1977, the Technical Resources Center served as the public library system for the entire Panama Canal Zone. The TRC maintained numerous branch libraries, all of which were closed when the treaties went into effect in 1979. More than 300,000 books were weeded from the collections.

The staff of the TRC is working closely with the staff of the Interoceanic Canal Museum of Panama, which is now under development. The TRC is making available to the museum many of its treasured museum pieces to be used for the inaugural exhibit that is scheduled to open in September 1997.

There are a few issues that the TRC will need to focus on as the transfer of the Canal gets closer. One is the issue of conservation. The microfilmed materials that are housed by the TRC will need to be better preserved so that they do not deteriorate beyond a useful state. Second, the TRC will need to explore the possibility of maintaining some form of agreement with the United States so that it can continue to receive U.S. government publications free of charge, as it has done as a partial U.S. Depository Library. It is unlikely that the TRC will be able to afford to purchase the materials that it has been receiving for free for so many years. Many of these publications are critical to the ongoing operation of the Canal, such as those produced by the U.S. Coast Guard. Finally, the TRC will need to consider the purchase of a new integrated library system since McGraw-Hill, the producer of their present system (the Columbia Library System), is no longer supporting the product.

The future of the TRC looks very promising. At this time, the TRC falls organizationally within the PCC under the Facilities Management and Support Division. A recent reorganization of the PCC, which will go into effect in the fall of 1997, will move the TRC to the PCC Office of Information Management. Thus, the TRC will be very close organizationally to other information

functions, such as records management and computer support. This change will provide good opportunities for closer collaboration among these various functions.

Office of Public Affairs

The Panama Canal Commission's Office of Public Affairs is responsible for the production and dissemination of a variety of products designed to heighten worldwide awareness of the Canal. Public Affairs has broadened its array of outreach materials in recent years, in anticipation of the transfer of the Canal to Panama at the end of 1999. The Office of Public Affairs realizes the importance of raising the profile of the Canal so as to assure the world, in particular the major users of the Canal, that it will continue to operate without problems following the transfer. The Office of Public Affairs has 45 staff members.

The Office of Public Affairs has historically made use of a wide variety of media in its outreach activities, such as print, videos, films, and photographs. One of the most widely distributed publications that is produced by Public Affairs is the biweekly newsletter entitled *The Panama Canal Spillway*. Public Affairs is responsible for distributing press releases and for placing advertisements in commercial maritime publications. Public Affairs is also responsible for maintaining the visitors center located at Miraflores Locks, the set of locks closest to Panama City. One other interesting activity of the Office of Public Affairs is the creation of training films and videos for PCC employees.

The Office of Public Affairs has created some new proactive outreach products, such as a brochure on the Canal that is available in 11 languages and a video on the Canal that is available in eight languages. Until recently, such products were only produced in two languages, English and Spanish. Another new initiative of the Office of Public Affairs was the launching of the Panama Canal Commission's World Wide Web (WWW) page on the Internet (<http://www.pananet.com/pancanal/pcc.htm>). This WWW site offers users a great deal of information concerning the Canal, including historical data, images and maps of the Canal, as well as procurement offerings. Public Affairs is presently looking into the possibility of adding live transit pictures of the Canal to the web site. Public Affairs has also recently embarked on a new public information campaign that aims to raise the profile of the Canal within Panama by working directly with schools throughout Panama. Thus, Public Affairs has demonstrated its proactive nature in creating outreach materials.

The office is also responsible for responding to public inquiries concerning the Canal. They respond to approximately 20 written requests daily, as well as to telephone inquiries. Most information requests come from students and from the international media. Public Affairs maintains its own information resource collection that is used to respond to such inquiries. This resource collection includes paper copies of publications, videos, and films. The staff rarely needs to ask assistance from other PCC offices when responding to queries.

The Office of Public Affairs has been working closely with other entities that are involved with the transfer of the Canal. For example, Public Affairs provides a daily news summary to the

CTTC executive director. Public Affairs has also recently assigned one of its employees to the Technical Resources Center so that she can lend her expertise to those individuals who are working to create the new Interoceanic Canal Museum. The staff of the Office of Public Affairs is very dedicated to the successful transfer of the Canal in 1999.

Classified Materials

The Panama Canal Commission maintains very few classified U.S. government documents. Since the signing of the treaties in the 1970s, the PCC has not generated any classified reports. Older classified documents were declassified before they were sent to the U.S. National Archives and Records Administration. The only classified documents that are maintained by the PCC today are information copies of classified reports that are created by the U.S. Department of State or the U.S. Department of Defense. Such classified reports are innocuous and are shredded when they are no longer needed.

Freedom of Information Act

The PCC Administrative Services Division processes approximately 300 Freedom of Information Act (FOIA) requests annually. Most of these requests concern current information, such as contractor records, personnel records, and inspector general reports. FOIA requests that are processed by the PCC almost never concern historical information. FOIA requests are forwarded to the appropriate PCC office for action.

The concept behind the FOIA is not part of the culture of Panama. Thus, it was a struggle for those involved in the transfer of the Canal to see that some sort of FOIA process was established for the Panama Canal Authority. The PCC worked closely with the CTTC to ensure that the Organic Law for the Panama Canal Authority contained language that grants the authority to release information. The result of these efforts was the inclusion of the following three citations in the Organic Law: Article 18 item 5N, Article 85 paragraph 10, and Article 102². These sections strive to establish a FOIA-like process for the release of information following the transfer of the Canal. The language for these sections of the Organic Law was taken from the corporate world.

4. Review of Other Relevant Information Functions

Image Network Corporation, Inc.

Mr. Alfonso Ferrer, president of Image Network Corporation, Inc., and representatives from his firm provided demonstrations of two commercial paper-to-image scanning ventures in which his

² Law No. 59 of the 11th of June 1997.

firm is involved. Image Network Corporation, Inc. is a knowledgeable and eager local resource that has a proven track record in providing a variety of imaging services.

At Clinica San Fernando, two production imaging processes are in place. In the first, approximately 3.5 million patient records have been processed since 1994, at a rate of approximately one million images per year. Images are stored on 1.3 GB optical disks that are mounted in two juke boxes containing up to 20 optical disks. A Novell LAN of 10 users provides 24-hour online access to patient records for hospital staff. An upgrade to 20 simultaneous users is anticipated based on user demand. A high speed Fujitsu 3096E scanner with a scanning capacity of 40 pages per minute is used to create scanned images. Vision Shape software is used to index up to 16 fields and provide retrieval capabilities. The optical disk technology enables the later addition of subsequent patient records to be integrated into the system. Hospital specifications determined that a hierarchical arrangement based on hospital department would form the database structure. Consequently, a patient's records could reside in multiple parts of the system, if their medical history required it.

In the second application, hospital X-rays are being scanned on a unique proprietary system. A Foxpro database is used to manage the imaged X-rays and provide retrieval capability. Scanning for this application is at the rate of three minutes per image.

Image Network also has an ongoing commercial product titled *Enciclopedia Juridica de Panama*. This is a joint venture with the University of Panama to image on a daily basis the *Gaceta Oficial*, which contains all Panamanian law. The collection of 34 CD-ROMs contains Panamanian law dating from 1903. The collection is sold on a subscription basis annually for \$4,000 per year. Online Internet access through Image Network's home page is available to subscribers for an additional monthly fee (<http://129.171.66.106/ejuridica/>).

Interoceanic Canal Museum of Panama

The Interoceanic Canal Museum of Panama is an exciting new initiative that was started less than a year ago on October 1, 1996, and has already made great progress. A curatorial team of experts is working on the creation of the museum, including designers and architects. The museum is receiving broad support from a variety of sources, including private donors and international organizations. The museum is also receiving support from the government of Panama in the form of resources, such as staff and museum pieces from the Technical Resources Center, rather than funding. The museum staff is in communication with established museum professionals worldwide, including individuals from the United States National Archives, the Smithsonian Institution, the Colombia National Archives, and the Spanish National Archives.

The museum will be located in the Casco Viego section of Panama City, an historic area that has been neglected for many years. It is hoped that the museum's presence will spur urban development in that area. The museum is scheduled to open on September 9, 1997, to coincide with the Universal Congress on the Panama Canal that will be taking place in Panama at the same time. The Universal Congress is a public relations event being coordinated by the

government of Panama that seeks to raise the profile of the Canal worldwide.

The staff of the museum has not had a great deal of time to prepare for the opening. All efforts have thus far been focused on the actual construction of the museum and the preparation of the inaugural exhibition. The theme of the inaugural exhibition will be "The Route, the People, and the Water" and will focus on the history of the Canal dating back to Charles V of Spain in the 1600s. There are no plans yet for a permanent collection.

The Interoceanic Canal Museum of Panama is intended to be a public museum, open to tourists and students. It will fill a void that presently exists in Panama for access to public information on the Canal. The museum will include a gift shop and a cafe. It will also offer a forum for serious researchers who are interested in the Canal, including work space for the researchers, and environmentally controlled conditions in which the museum pieces will be housed. One section of the Museum will be devoted to genealogy.

National Archives and Records Administration

The United States National Archives and Records Administration (NARA) acquires, preserves, and makes available for research records of enduring value created or received by the executive, legislative, and judicial branches of the federal government. In 1994, the holdings of the National Archives comprised over 1.7 million cubic feet of textual records; approximately 300,000 rolls of microfilm; 2.2 million maps and charts; 2.8 million architectural and engineering plans; 123,000 motion picture reels, 33,000 video recordings; 178 sound recordings; 7,000 computer data sets; 7.4 million still pictures; and aerial photographs.

Over 4,000 cubic feet of Panama Canal material dating back to 1848 is housed in the collections of the National Archives:³

Textual Records	3,550 cu. ft.
Maps and Charts	9,572 items; 459 on microfiche
Architectural/Engineering Plans	17,842 items
Aerial Photographs	400 items
Motion Pictures	30 reels
Sound Recordings	29 items
Still Pictures	20,325 images

The majority of the material is located in College Park, Maryland, at Archives II. The personnel files are located at the National Personnel Records Center in St. Louis, Missouri. Most of the archival material was moved to Archives II in 1994. However, the Regional Records Center in Atlanta, Georgia, has 11,383 cubic feet of Panama Canal material, including an estimated 640 cubic feet of permanent records. Records in the National Archives relating to the Panama Canal

³ Guide to Federal Records in the National Archives, Volume 2, Records of the Panama Canal, p.185-1, 1995.

that are located in other record groups include:⁴

Record Group	
19	Records of the Bureau of Ships
21	U.S. District Courts
48	Records of the Office of the Secretary of the Interior
59	General Records of the Department of State
77	Office of the Chief of Engineers
98	U.S. Army Commands
165	Records of the War Department General Staff
319	Records of the Army Staff
335	Records of the Office of the Secretary of the Army

It should be noted that Archives II is a modern state-of-the-art facility. The paper collections are stored at a constant temperature of 70 degrees; still pictures are stored at a constant temperature of 65 degrees. Records are stored in acid-free containers. Mr. Tom Cotter, appraisal archivist, and Ms. Patrice Brown, archivist, are both very knowledgeable about the unique circumstances surrounding the Panama Canal collections. Mr. Cotter and Mr. Richard Smith, archivist in the Cartographic Branch, visited the PCC in February 1997 to review as yet unscheduled Panama Canal records. Mr. Cotter identified certain series that should be scheduled and worked closely with Ms. Denise Will to bring those records under control. He expressed concern about the conditions under which the engineering drawings were being stored and the lack of environmental control for records being stored in Building 42D. Ms. Brown has worked with the Panama Canal records for over 20 years.

It was clear through discussions with NARA that PCC records in NARA will not be returned to Panama for duplication. However, there are options available to retrieve relevant Panama Canal records. NARA maintains an onsite contract vendor, who will reproduce materials requested by researchers. The cost will be revised in the near future, and the estimated revised reproduction costs are \$.50 per page for paper copy reproductions; and \$.70 per page for microfilm (either 16 or 35 mm). Assuming there are 2,000 pages per cubic foot of textual material, it would cost more than \$3 million to reproduce just the textual material. These costs seem prohibitive. Current self-service paper reproductions are \$.10 per page.

According to Mr. Clarence Lyons, chief of the Reference Section, there is a precedent for long-term multi-year research and reproduction efforts. In the past, NARA has worked closely with the governments of Japan and Germany on five and ten-year projects, respectively. In both cases, researchers worked onsite at NARA identifying and tabbing information of interest, which was subsequently microfilmed. In both cases, the cost of reproduction was the responsibility of the "government customer." Archives II has facilities to accommodate long-term researchers, providing reserved desk space within the reference section.

Preliminary Inventory of the Textual Records of the Panama Canal, 1963. p. 4.

Another possible option, requiring special permission and arrangements, may be for the CTTC/ACP to take their own equipment to NARA to make reproductions. Though not currently an option, because of the enormity of the task and the unique circumstances surrounding the Panama collection, it seems a worthwhile option to consider.

5. Findings

- All information functions within the Panama Canal Commission are operating effectively, including the Information Maintenance and Disposition Unit, the Technical Resources Center, the Office of Public Affairs, and the unit responsible for classified materials and all Freedom of Information Act requests. The individuals who are responsible for these functions are very competent, and are all busy planning for the future closure of the PCC and the transfer of their functions to the CTTC/ACP. There exists a keen interest on the part of the staff within these units in seeing that their individual functions remain operational both during and after the transfer of the Canal in 1999.
- There needs to be better communication among the various organizations and individuals interviewed for this report. The staff of the CTTC/ACP must become better acquainted with the information functions within the PCC and must begin to communicate better with the very capable individuals who are responsible for these areas.
- If the CTTC/ACP is indeed interested in creating an information function within the organization, there needs to be an individual assigned this responsibility. Successful information and documentation management does not just happen randomly. The CTTC/ACP must believe that information is vital to the smooth transfer of the Canal and then must commit to developing and supporting this function.
- The CTTC/ACP must realize that there is a clear distinction between the historical records and the operational materials related to the Canal. While the historical records are of nostalgic and patrimonial value to Panama, it is our judgment that the focus of the current preservation efforts should focus on the operational materials that are vital to the ongoing viability of the Canal, specifically the technical records required for Canal maintenance and training. The CTTC/ACP must determine what its priorities are in relation to these two categories of materials.
- The United States National Archives and Records Administration is willing to cooperate with the government of Panama in the replication of materials now located in the United States. The GOP needs to recognize that there is a wide range of historical materials in a variety of locations at NARA and must therefore determine which of these historical materials it wants replicated for patrimonial purposes.
- Thought must be given to the fact that there is no place in Panama right now to store historical materials that may be duplicated by NARA and returned to Panama. The

CTTC/ACP must realize that environmentally controlled conditions are necessary to successfully maintain such materials, and action must be taken to ensure that such an environment is created.

- The CTTC/ACP must recognize that there are organizations beyond the PCC and the government of Panama that may be of use to them in their efforts to replicate and store the historical materials. One such possible entity is the new Interoceanic Canal Museum of Panama, which is planning to create environmentally controlled conditions for its own collection of historical documents and museum pieces. Further, the Interoceanic Canal Museum Foundation may be able to provide the CTTC/ACP with ideas on what organizations it could contact for funding purposes in support of their desire to bring back to Panama historical materials that are now in the United States.
- There is a great deal of interest on the part of the CTTC/ACP in creating an archives within the ACP that could then serve as a model for a National Archives within Panama. It is understood at the present time that the National Archives of Panama has inadequate storage facilities and funding. If the CTTC/ACP determines that such an activity is one of its primary goals, it must then take steps to ensure that it happens.
- It is clear that the technology exists within Panama to support such projects as document scanning and the development of CD-ROM products. However, it must be remembered that technology changes rapidly. The technology of today may very well be outdated tomorrow. Thus, the CTTC/ACP must make smart, informed decisions before embarking on any new projects that require the use of technology, such as scanning historical materials. It is essential that the CTTC/ACP take the time necessary to draft a detailed specification plan prior to implementing a scanning and retrieval system. High speed paper scanners can convert paper to images at a rate of 40 images per minute. However, the investment of time to develop a total system should not be underestimated. File management is a crucial aspect of imaging systems. As with any technology application, it is far wiser to understand what the system is intended to accomplish before embarking on a new and costly venture without all the pieces in place. Any new scanning application should be closely coordinated with the existing PCC records management function, such as the planned IMDU pilot scanning project.
- The CTTC/ACP needs to recognize that change within an organization is difficult, at best. The transition from the PCC to the ACP will be marked by numerous problems and obstacles. The CTTC/ACP seems to exude a high level of energy and is anxious to see that the transition occurs both smoothly and quickly. The CTTC/ACP must pause to think before making any decisions.

6. Recommendations

As a result of the interviews conducted in Panama and upon our return to Washington, DC, and the materials reviewed during the course of the two-week TDY and subsequent to our return, we

learned a great deal about the Panama Canal and its information functions. If a robust information program for the ACP is to be realized, there are three critical issues that must be addressed and resolved by the CTTC: funding, facility, and personnel. Where is the money going to come from to finance the collection of materials envisioned? Where/how is the material going to be stored and managed? Who is going to do this work?

Funding Sources for Reproduction. Currently there is no budget within the CTTC/ACP for the reproduction of Panama Canal materials. In our view, the GOP must be willing to provide some level of funding for this project. If the GOP were to demonstrate a strong commitment to the reproduction of historical Panama Canal records, we believe the positive impact on other potential funding sources would be great. It is certainly possible to work toward identifying some additional outside sources of funding, but this should happen only after the GOP demonstrates its own financial support for this project.

In several interviews it was suggested that because of the uniqueness of the Panama Canal situation, it would be advantageous to investigate the possibility of a binational agreement to support the reproduction of operational and historical materials. Some believe these documents should be located in both the United States and Panama. This is certainly an option to consider. The feasibility of such an agreement could be determined by the proposed CTTC information manager, whose position is described in detail below.

USAID was suggested as a potential source of funding for the reproduction of Panama Canal records that are presently maintained in the U.S. National Archives. USAID/Panama has as one of its special strategic objectives facilitating the transition of the Panama Canal to the government of Panama. However, with USAID/Panama scheduled to shut down on September 30, 2000, during a time of diminishing development assistance budgets, and within the context of its current strategic objectives, duplicating historical Panama Canal materials is not likely to be considered a high priority by USAID/Panama. Further, USAID will likely require that the GOP provide their own financial support to this endeavor before committing additional USAID funding.

Archival Facility. Archival materials must be maintained in a climate-controlled environment with proper handling and storage. This is especially true in a tropical environment such as Panama, which is naturally unfriendly to the storage of archival materials. As previously stated, there is no appropriate facility within the GOP to store archival materials. The PCC has already initiated steps to determine space and budget requirements for establishing an archival facility for the Panama Canal materials. This effort should be given top management support by the PCC and the CTTC/ACP. A formal plan and timeline should be established for creating such a facility.

One other possibility for solving this issue is the creation of a close collaborative partnership between the CTTC/ACP and the new Interoceanic Canal Museum, which offers a mutually beneficial opportunity to both organizations. Plans for the museum include a climate-controlled environment, which can provide an environmentally friendly storage facility for historical materials. As an interim solution, perhaps an agreement could be negotiated to store materials

at the museum until such time as the CTTC/ACP facility is functional.

Personnel. The CTTC/ACP needs to hire an information professional whose sole responsibility is to focus on the collective body of information related to the Panama Canal, including both the historical and operational materials. The individual should be an experienced professional with fluent bilingual language abilities who can work closely with the CTTC/ACP to determine budgets and explore external sources of funding for reproduction. The individual should be knowledgeable about the Panama Canal, and one who can negotiate with other information players in and outside of Panama (such as the Interoceanic Canal Museum, the National Archives of Panama, the U.S. National Archives, etc.). The individual should be capable of implementing a records/archival program for the CTTC/ACP that can serve as a model for a GOP archive. This person should be very familiar with current technology trends in the information field. The individual would be responsible for planning and preparing facilities to house the collection of historical and operational information resources and for coordinating with other existing Panama Canal information functions (especially records management and the Technical Resources Center). A proposed position description for this information manager can be found in Attachment F.

Given the quantity of material located in NARA, it is in the best interest of Panama to consider securing an additional qualified and knowledgeable researcher/archivist, in addition to the information manager position described above. This researcher/archivist could conduct a comprehensive review of the Panama Canal records that are located at the U.S. National Archives in order to identify those which should be reproduced. This long-term task will require someone who can make wise and fiscally judicious choices about what valuable and relevant information to recover given the projected time and cost. The work of this individual should be coordinated by the proposed information manager.

The three critical elements discussed above, funding, facility, and personnel, must be resolved by the CTTC/ACP if it hopes to create the infrastructure needed to develop the information collection and services envisioned for the ACP. Solutions to these three critical issues must be considered in conjunction with the findings that were addressed in the previous section of this report. Listed below are the critical activities that must be undertaken by the CTTC/ACP in order to achieve their information-related goals. They are listed in chronological order.

1. Procure funds within the CTTC/ACP in order to initiate this plan.
2. Hire an experienced information professional to serve as the CTTC/ACP information manager.
3. Determine specifications for facilities at CTTC/ACP for a climate-controlled environment, or develop an agreement with the Interoceanic Canal Museum for use of their site for this purpose.
4. Review the PCC Records Series to determine which materials still at the PCC should be preserved for ACP.
5. Identify funding sources for reproduction of materials in the U.S. National Archives.
6. Identify an individual who can serve as the researcher/archivist, who will review and

- select NARA materials of interest.
7. Negotiate an agreement with NARA to arrange for an onsite duplication facility or arrange for a contract vendor to work onsite at NARA to reproduce already selected and identified materials.

In summary, the distinction between operational and historical materials related to the Panama Canal should be carefully considered. The future viability of the Canal will be determined in large part by the success of its maintenance and training programs designed to keep the Canal functioning at peak performance. Thus, it is the access to, and maintenance of, the operational materials that are most critical to the future of the Canal. The CTTC/ACP must ensure that such materials are the focus of its efforts. The duplication and repatriation of the historical materials, which are presently located at NARA, are not critical to the future viability of the Canal. In reviewing the indexes of Panama Canal materials located at NARA, it appears that much of it is historical in nature and of greatest interest to researchers and to those concerned with Panama's patrimony. The CTTC/ACP must make some difficult decisions, especially given the obvious budget constraints it faces. It is our judgment that the operational materials should be given priority over the historical materials. However, with financial support and a firm commitment from the GOP, much can be accomplished.

Information technologies are fundamentally transforming the way we live, work, and communicate. With approximately 900 days remaining until the Canal reverts to the GOP, technology will continue to revolutionize the way information is created and delivered. Future systems will be defined with the knowledge that ideas, products, and activities can be delivered in digital form. The ACP is poised to create, manage, and utilize information in a whole new way. The twenty-first century offers Panama an opportunity to be at the forefront of innovation and change. The focus should be on the future and not on the past.

ACKNOWLEDGEMENTS

We wish to express our gratitude to all those who facilitated our study of information functions at the Panama Canal Commission. We wish to thank all of the PCC staff members with whom we met, in particular Jeanne Hinek and her records management staff, for the time they spent with us and the materials that they so generously offered for our review. Our thanks to members of the CTTC, especially Eligio Salas, who offered his vision of the future possibilities for Panama and the Canal, and to Kurt Hardinger, whose bilingual abilities were appreciated. We also appreciate the assistance of Tom Cotter of the U.S. National Archives and Records Administration, who provided materials for review and an intimate look at some of the historical records within the holdings of the archives. Finally, we are indebted to USAID/Panama for the opportunity to observe the Panama Canal and the PCC information functions at close hand. We came away with a new found understanding and appreciation for the quality of the work that is being done. In particular, we wish to thank Nilka de Varela for her efforts to facilitate our trip and our work. We are grateful to all those we interviewed and hope that this report provides something of a road map for future directions for the ACP information functions.

ATTACHMENT A

SCOPE OF WORK

TECHNICAL ASSISTANCE FOR AN ASSESSMENT SURVEY OF DOCUMENTATION CENTER REQUIREMENTS FOR THE GOP'S TRANSITION COMMISSION FOR THE TRANSFER OF THE PANAMA CANAL (CTTC)

(May 8, 1997)

I. BACKGROUND

The 1977 Canal Treaties established that ownership, management and operation of the Panama Canal will be transferred from the United States Government to the Government of Panama (GOP) at noon December 31, 1999. This transfer constitutes a major governance challenge.

A transition process is key to ensuring a smooth transfer of the Panama Canal. A sound and coherent plan is needed to address the numerous policy, legal, economic, financial, administrative, technical, environmental and international issues pertinent to such a unique and complex process. The basic underlying transition strategy entails minimizing changes at time of transfer. This implies that the GOP must move quickly to implement necessary measures that will allow for gradual change prior to the year 2000.

A constitutional amendment laid the ground for the establishment of the GOP's Panama Canal Authority (ACP) which will replace the U.S. Panama Canal Commission (PCC) on December 31, 1999. The ACP's Framework Law (Ley Organica) has just been passed which makes this new GOP entity operational. In the meantime, the Transition Commission for the Transfer of the Canal (CTTC) has been in charge of the transition process and is expected to become the Technical Secretariat of the ACP.

Some of the major activities that still need to be undertaken during the remaining transition period (1997-2000) include the following:

- Development of policies and regulations required to assure a smooth and seamless transfer of the Canal;
- Development of a financial framework and plan to guarantee, at a minimum, the same level of income from Canal operations experienced on average during the second half of the nineties;
- Development of a plan to maximize the retention of current PCC employees as well as attract, as needed, former employees.

- Implementation of a public information plan to create awareness and to inform Canal employees, users, stakeholders and the general public on the development and progress of the transition process.

All of these activities require professional management of documents concerning the transition process.

ARTICLE I. TITLE

Technical Assistance to Survey the Documentation Center Requirements for the GOP Transition Commission for the Transfer of the Canal/Panama Canal Authority (CTTC/ACP).

ARTICLE II. OBJECTIVE

To assess documentation management needs and requirements within the CTTC/ACP to establish a document management center that will facilitate orderly and efficient records management and access of operating documents (i.e., regulations, handbooks, etc.).

ARTICLE III. STATEMENT OF WORK

The CTTC/ACP needs technical assistance in library and records management to assist in surveying and defining the scope of the documentation center to be developed. In this phase, the consultants will undertake, but not be limited to, the following activities:

- 1) Analyze documents concerning the transition process;
- 2) Consult Panama Canal Commission personnel to understand PCC files and records management systems and anticipate future document management needs of the CTTC/ACP;
- 3) Consult CTTC/ACP Working Committees to assess their needs in terms of document management;
- 4) Evaluate document conversion mechanism in effect at the CTTC/ACP; and
- 5) Recommend appropriate approaches to analyze, classify, compile and translate documents, including information technology available.
- 6) Present an Action Plan and Scope of Work for next phase.

ARTICLE V. LEVEL OF EFFORT/PERFORMANCE PERIOD

The estimated level of effort is twenty (20) person/days. Ten (10) person/days for each consultant. A five-day work week is contemplated.

ARTICLE VI. QUALIFICATIONS

Two consultants (one a library specialist and the other a records management specialist) are required with an extensive and successful background in management of documentation centers. The individuals selected are expected to fill the following experience and skills requirements:

- Experience in organizing and managing institutional document centers (Min. 10 years);
- Experience in project programming and control (Min. 10 years);
- Strong analytical and writing skills; and
- Excellent interpersonal skills.

ARTICLE VII. RELATIONSHIP AND RESPONSIBILITIES

The GOP Transition Commission for the Transfer of the Canal/Panama Canal Authority (CTTC/ACP) will be the technical counterpart. The CTTC/ACP will coordinate all matters related to the work of the consultants, such as meetings, site visits, etc. The CTTC/ACP will provide the consultants with office space and logistics required to perform their mission in an effective and efficient manner, including a bilingual CTTC/ACP staff person to work closely with and accompany the consultants in meetings, site visits, etc.

Consultants will maintain close contact with USAID/Panama.

ARTICLE VIII. REPORTS AND PAYMENT

Debriefing: Before departure from Panama, the consultants will conduct a debriefing session in which they will advise the CTTC/ACP and USAID/Panama on the most important findings of their mission and their recommendations regarding how to proceed to establish a documentation management center.

Written Report: Within ten days following conclusion of their mission in Panama, the consultants will submit to the CTTC/ACP and USAID/Panama a written report which will include a detailed evaluation of the findings and recommendations on appropriate approaches to analyze, classify, compile and translate documents, including information technology available.

Payment: Mission pays only for travel and per diem.

ATTACHMENT B

INDIVIDUALS INTERVIEWED

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

Joe Carroll, USAID/Panama
Nilka de Varela, USAID/Panama
Felipe Frederick, USAID/Panama

PANAMA CANAL COMMISSION

Jacinto Wong, Acting Chief Information Officer, Office of Information Management
Jaime Bocanegra, Administrative Assistant to the Administrator
Jeanne Hinek, Chief, Information Maintenance and Disposition Unit
Denise Will, Managing Analyst, Information Maintenance and Disposition Unit
Olaska Loaiza, Information Maintenance and Disposition Unit (Electronic Records)
Earl Barber, Supervisor, Agency Records Center, Building 42-D
Roberto Sarmiento, Chief, Technical Resources Center
Rolando Cochez, Technical Resources Center
Ana Maria de Troitino, Office of Public Affairs
Carolyn Twohy, Chief, Administrative Services Division
Thomas Duty, Deputy Director, Office of Executive Administration & Transition
Coordination

TRANSITION COMMISSION FOR THE TRANSFER OF THE CANAL

Dr. Jorge Ritter, Executive Director
Jose Luis Stanzola, Deputy Director
Xenia Mas de Vergara, Technical Coordinator
Eligio Salas, Technical Consultant
Kirk Hardinger, Technical Consultant
Carlos Rosas, Technical Consultant
Tomas Paredes, Technical Consultant
Maria Theresa de Jaen, Chief Administrative Assistant

IMAGE NETWORK CORPORATION, INC.

Alfonso Ferrer, President
Jorge Noriega
Mitzi Diaz
Nadia Navas
Luis Barria

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

Thomas Cotter, Appraisal Archivist

Patrice Brown, Archivist

Clarence Lyons, Head, Reference Section

Edward McCarter, Assistant Branch Chief, Still Picture Branch

Richard H. Smith, Archivist, Cartographic Branch

OTHER

Dr. Dido Fransceschi, Jackson Memorial Hospital (Miami, Florida)

Roberto Eisenmann, Transparency International

Reinier Rodriguez Ferguson, Assistant to the Curator, Interoceanic Canal Museum
Foundation of Panama

ATTACHMENT C

SCHEDULE OF MEETINGS AND SITE VISITS

Sunday, June 1, 1997

10:00 am
Site visit to the Miraflores Locks, Panama Canal
Butsch, Van Brunt

Monday, June 2, 1997

9:30 am
Meeting with Dr. Jorge Ritter, Executive Director of the CTTC
Ritter, Salas, Hardinger, Paredes, de Jaen, Ferrer, Butsch, Van Brunt

10:30 am
Meeting with PCC Office of Information Management and the PCC Information
Management and Disposition Unit
Wong, Hinek, Bocanegra, Salas, Hardinger, Butsch, Van Brunt

Noon
Lunch meeting
Hinek, Salas, Hardinger, Butsch, Van Brunt

1:00 pm
Meeting with the PCC Information Management and Disposition Unit
Hinek, Will, Loaiza, Salas, Hardinger, Butsch, Van Brunt

2:30 pm
Meeting at the PCC Agency Records Center, Building 42D
Barber, Hinek, Salas, Hardinger, Butsch, Van Brunt

4:00 pm
Meeting with Jose Luis Stanziola, Deputy Director of the CTTC
Salas, Hardinger, Butsch, Van Brunt

Tuesday, June 3, 1997

8:30 am
Meeting and visit to the PCC Technical Resources Center

Sarmiento, Hinek, Salas, Hardinger, Butsch, Van Brunt

11:00 am

Meeting at the offices of the CTTC
Hardinger, Salas, Butsch, Van Brunt

Noon

Lunch meeting
Hardinger, Butsch, Van Brunt

Wednesday, June 4, 1997

9:00 am

Meeting at USAID/Panama
Carroll, de Varela, Salas, Hardinger, Butsch, Van Brunt

Noon

Lunch meeting
Hardinger, Butsch, Van Brunt

1:30 pm

Meeting at the PCC Office of Public Affairs
Troitino, Salas, Hardinger, Butsch, Van Brunt

3:30 pm

Meeting with representatives from Image Network Corporation, Inc.
Ferrer, Noriega, Salas, Hardinger, Butsch, Van Brunt

Thursday, June 5, 1997

3:30 pm

Meeting at USAID/Panama
Carroll, Butsch, Van Brunt

Saturday, June 7, 1997

7:30 am

Partial transit of the Panama Canal
Butsch, Van Brunt

Monday, June 9, 1997

9:00 am

Meeting at Clinica Hospital San Fernando
Ferrer, Diaz, Salas, Hardinger, Butsch, Van Brunt

1:30 pm

Meeting with Jeanne Hinek, Chief, PCC Information Maintenance and Disposition Unit
Hinek, Salas, Hardinger, Butsch, Van Brunt

Tuesday, June 10, 1997

9:00 am

Demonstration of the Enciclopedia Juridica on CD-ROM (Representatives from Image
Network Corporation, Inc.)
Ferrer, Navas, Barria, Hardinger, Butsch, Van Brunt

1:30 pm

Meeting at the PCC Information Management and Disposition Unit
Hinek, Loaiza, Hardinger, Butsch, Van Brunt

Wednesday, June 11, 1997

Noon

Site visit to Contractor's Hill
Rosas, Hardinger, Butsch, Van Brunt

3:00 pm

Meeting with Reinier Rodriguez Ferguson, Assistant to the Curator of the Interoceanic
Canal Museum Foundation of Panama
Rodriguez Ferguson, Cochez, Hardinger, Butsch, Van Brunt

Thursday, June 12, 1997

8:30 am

Meeting with staff of the PCC Administrative Services Division
Twohy, Duty, Hinek, Hardinger, Butsch, Van Brunt

11:00 am

Debriefing for Dr. Ritter, Executive Director of the CTTC
Ritter, Salas, Paredes, de Jaen, Hardinger, Butsch, Van Brunt

Noon

Meeting with Roberto Eisenmann, Transparency International
Eisenmann, de Varela, Hardinger, Butsch, Van Brunt

Friday, June 13, 1997

9:00 am

Debriefing for USAID Staff

Carroll, de Varela, Frederick, Salas, Hardinger, Butsch, Van Brunt

Friday, June 20, 1997

2:00 pm

Meeting at the National Archives and Records Administration

Cotter, Brown, Lyons, Butsch, Van Brunt

Friday, June 27, 1997

10:00 am

Site visit to the National Archives and Records Administration

Cotter, Brown, Smith, McCarter, Van Brunt

ATTACHMENT D

MATERIALS REVIEWED

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Various articles from, and issues of, *The Panama Canal Spillway*, a biweekly publication of the Panama Canal Commission for employees and users of the Canal.

Various issues of *Tropic Times*, a weekly publication of the U.S. Southern Command Armed Forces.

Vital Records Plan for the Panama Canal Commission. History Associates, Inc., August 27, 1996.

ATTACHMENT E

PANAMA CANAL COMMISSION AGENCY RECORD SCHEDULES

- 1 Personnel
- 2 Payroll and Pay Administration
- 3 Procurement and Supply
- 4 Property Disposal
- 5 Budget Preparation, Presentation, and Apportionment
- 6 Accountable Officer's Account
- 7 Expenditure Accounting
- 8 Stores, Plant and Cost Accounting
- 9 Travel, Transportation, and Shipping
- 10 Motor Vehicle Maintenance and Operation
- 11 Maintenance and Public Utilities
- 12 Communication and Main Management
- 13 Printing, Binding, and Duplication
- 14 Information Services and Public Relations
- 15 Housing, Buildings, Space, and Land Management
- 16 General Management and Administrative
- 17 Architectural, Engineering, Cartographic, and Aerial Photography
- 18 Geotechnical, Meteorological, and Hydrographic
- 19 Canal Operations and Services
- 20 Electronic Records
- 21 Audiovisual
- 22 Inspector General
- 23 Health, Safety, and Sanitation
- 24 Security and Protective Services
- 25 Law and Legal Matters

ATTACHMENT F

PROPOSED POSITION DESCRIPTION

INFORMATION MANAGER FOR THE CTTC

The position is under the jurisdiction of the CTTC/ACP and shall report directly to the assistant director of the CTTC/ACP.

Position Summary

This position will have the unique responsibility of coordinating the information services of the CTTC and the newly created Panama Canal Authority. In particular, the position will serve as the librarian, records manager, and archivist of the CTTC/ACP until such time as the Panama Canal operations are reverted to the Government of Panama and the ACP.

This newly created position requires a creative, self-motivated, service oriented individual who works effectively in a dynamic and challenging environment.

The position requires highly developed communication and management skills and the ability to maintain good working relationships with PCC staff, records managers, archivists, and librarians and with the worldwide information community.

The successful candidate must have a passionate commitment to providing information services and be committed to making imaginative use of technology to meet the information needs of the CTTC/ACP staff. Proven leadership abilities and demonstrated skills in working with professional staff and a broad range of constituencies are required. Evidence of a commitment to professional growth and participation in the profession beyond the local level is required.

Specific Responsibilities

Responsible for all information functions of an evolving agency, including: planning, developing, budgeting, and directing all aspects of the information center and its services. This position will be responsible for acquiring and managing information created by and for the CTTC/ACP. In addition, the position will be responsible for providing research and reference services to the CTTC/ACP staff.

Initially, one of the primary responsibilities will be a project to coordinate the identification and retrieval of relevant historical Panama Canal information currently residing in the National Archives and Records Administration of the U.S. government. This project will entail not only determining which materials should be reproduced, but also participating in the identification of funding sources to finance the reproduction of materials. Finally, in the absence of a government of Panama archival facility, an additional responsibility will be to identify and prepare an interim holding facility to receive and manage duplicated materials.

Coordinate with current PCC information providers, especially with the functions of records management and the Technical Resources Center and participate in planning for the preservation of key information to be retained by the ACP.

Coordinate and network with other Panamanian information providers, especially the Archives of the government of Panama, the University of Panama Library, and the Interoceanic Canal Museum of Panama.

Qualifications

Bachelors degree required. Masters degree in Library or Information Science, post graduate training, or professional training from an accredited library, archives, or information program and considerable management and supervisory experience in a broad range of information and library services, including automation and current and emerging technology is desirable.

At least three years experience and a proven record in managing information in records management, libraries, or archival facilities.

The ability to work independently and excellent verbal and written communication skills are essential.

Language: verbal and written fluency in Spanish and English required.

Knowledgeable about Panama and its government preferred.

Excellent technical skills: knowledge of automation, networking, and optical imaging and computer systems is essential. Familiarity with Windows, Client-Server LAN based computer systems, scanning operations, managing electronic files; database, spreadsheet and word processing skills also desirable.