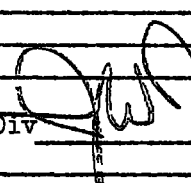


~~SECRET~~ ~~CONFIDENTIAL~~ ~~RESTRICTED~~

TO DATE 16 Jul 45 FROM

\_\_\_\_\_ Commanding Officer  
 \_\_\_\_\_ Assistant Commandant  
 \_\_\_\_\_ Dir of Comm Research   
 \_\_\_\_\_ Control O  
 \_\_\_\_\_ Administrative O  
 \_\_\_\_\_ Adjutant  
 \_\_\_\_\_ Intelligence O  
 \_\_\_\_\_ Provost Marshal  
 \_\_\_\_\_ 2nd Sig Serv Bn  
 \_\_\_\_\_ ~~Chief, Pers & Trng Div~~   
 \_\_\_\_\_ Chief, Pers Br  
 \_\_\_\_\_ Chief, Trng Br

\_\_\_\_\_ Chief, Oper Serv Div  
 \_\_\_\_\_ Chief, Communications Br  
 \_\_\_\_\_ Chief, Laboratory Br  
 \_\_\_\_\_ Chief, Machine Br  
 \_\_\_\_\_ Property & Supply O  
 \_\_\_\_\_ Purchasing & Contracting O  
 \_\_\_\_\_ Fiscal & Certifying O  
 \_\_\_\_\_ OIC, Mail Section

\_\_\_\_\_ Chief, Security Div  
 \_\_\_\_\_ Chief, Protective Sec Br  
 \_\_\_\_\_ Chief, Cryptographic Br  
 \_\_\_\_\_ Chief, Development Br

\_\_\_\_\_ Chief, Intelligence Div  
 \_\_\_\_\_ Chief, Language Br  
 \_\_\_\_\_ Chief, Anal Cryptanalytic Br  
 \_\_\_\_\_ Chief, Gen Cryptanalytic Br  
 \_\_\_\_\_ Chief, T/A and Control Br  
 \_\_\_\_\_ Chief, I & L Br

\_\_\_\_\_ As discussed  
 \_\_\_\_\_ As requested  
 \_\_\_\_\_ Comments and return  
 \_\_\_\_\_ Information and file  
 \_\_\_\_\_ Information and forwarding  
 Information and return  
 \_\_\_\_\_ Recommendation  
 See note on reverse  
 \_\_\_\_\_ Signature if approved  
 \_\_\_\_\_ Your action

REF ID: A70837  
Col. Johnston,

Here is one of the studies made on what started out to be work simplification, etc. The members of the working group are the Operating Services Branch Chief, Col. Locke, King and myself with King as a sort of secretary.

WR

SECRET

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TO

DATE 16 Dec 45

FROM

- Commanding Officer
- Assistant Commandant
- Dir of Comm Research *Mr Rhoads*
- Control O
- Fiscal O
- Administrative O
- Post Adjutant
- Intelligence O
- Provost Marshal
- 2nd Sig Serv Bn
- Chief, Pers & Tng Div
- Chief, Pers Br
- Chief, Tng Br
- O/C Officer Pers Sec
- Chief, Oper Serv Div
- Chief, Communications Br
- Chief, Laboratory Br
- Chief, Machine Br
- Chief, Supply Br
- O/C, SSA Mail Unit
- Chief, Security Div
- Chief, Protective Sec Br
- Chief, Cryptographic Br
- Chief, Development Br
- Chief, Intelligence Div
- Chief, Language Br
- Chief, Mil Cryptanalytic Br
- Chief, Gen Cryptanalytic Br
- Chief, T/A and Control Br
- Chief, I & L Br

- As discussed
- As requested
- Comments and return
- Information and file
- Information and forwarding
- Information and return
- Recommendation
- See note on reverse
- Signature if approved
- Your action

*Thank you*

Subject: Work Simplification, SPSID-4

1. The study of SPSID-4, resolved into the following three categories:

- a. Personnel
- b. Equipment
- c. Space

2. Personnel

a. SPSID-4 works on a two-shift basis; a three-shift basis would increase output 50%. The question of elimination of any personnel was discussed and it was found that the organization of SPSID-4, based on the existing Table of Organization (8 November 1944), was such as to preclude the elimination of any personnel. (It is understood that four (4) of the present personnel have been declared available for overseas shipment.)

b. This is essentially a repetitive operation and at the same time cannot be considered mass production because of the necessity for quality work. Any appreciable sacrifice in the quality of work done for additional quantity or at the expense of personnel would be reflected in jobs being done over, which would, in turn, raise the unit costs and add unnecessary man hours of work.

c. All military personnel are now used, a shift to partial civilian utilization could be effected provided proper job descriptions were made and if enough time were allowed in on-the-job training. If job descriptions were written properly, a promotion system could be worked out based on experience.

d. All work passes through the branch within a maximum of thirty-six (36) hours at present, and could be shortened if three shifts were utilized.

e. All reproduction personnel are trained in all jobs.

3. Equipment

a. The equipment utilized by SPSID-4 is situated in the best possible manner consistent with the floor load and the variety of work to be undertaken.

b. The equipment serves the present and anticipated needs. All equipment is in sufficiently frequent use to indicate its necessity. Under certain conditions of work load, the output of the section could be limited by present equipment, specifically, the washing and drying equipment.

#### 4. Space

a. Personnel and equipment employed make maximum use of available space. The arrangement is such that there is a continuous flow of work through the various stages.

5. From the above observations, it is determined that SPSID-4 is a well organized, efficiently operating section.

#### NOTES

1. Fire hazard, consisting of exposed wiring in the ceiling of the film developing room, was noted and corrected.

2. Newly established drying room for film was confronted with the problem of possible drainage of water from films drying. Suggested remedy was coating of floors with bakelite base coat. This was investigated and found to be practical.

3. Upon investigation of the photographic requisition form used by SPSID-4, it was determined that this form requires coordination and standardization. This has been accomplished. (See Form SIS-SC 601, Rev. - 1 Jan 45)

4. The fact was determined that no record was found in the files establishing a procedure for photographic reproduction for the agency. A procedure is being written by SPSID-4 and will be published.

5. It was indicated that certain photographic processes are being accomplished in the Military Cryptanalytic Branch and Development Branch. The Control Office will coordinate these activities when studies are conducted of the indicated Branches.

6. If a counterweight attachment costing \$250. could be obtained for one of the machines, it is believed a WAC could operate the machine, otherwise it requires enlisted men. The counterweight attachment is being investigated.

7. To properly complete a detailed study, an extended tour of "living" in the Branch for perhaps several weeks or a month might be necessary.

2 Incls.

Incl 1 - Draft of Procedures, w/2 Incls

~~Incl 2 - Revised Form~~

Incl 2 - Charts

*Control analysis***Subject:** Better utilization of personnel, SPSID-4

1. The study of SPSID-4 developed the following three categories:

- a. Personnel
- b. Equipment
- c. Space

2. Personnel:

a. The question of elimination of any personnel was discussed and it was found that the organization of SPSID-4, based on the existing personnel, was such as to preclude the elimination of any personnel. (It is understood that four of the present personnel are on shipment orders.)

*The job is a repetitive operation*  
 b. This is entirely a repetitive operation, and at the same time cannot be considered mass production because of the necessity of quality work. Any sacrifice in the quality of work done for additional quantity *or to the amount of* would be reflected in jobs being done over, which would in turn raise the unit costs and add unnecessary manhours of work.

3. Equipment:

a. The equipment utilized by SPSID-4 is situated in the best possible manner consistent with the floor loads. *in space to provide for maintenance*

b. The equipment serves ~~the ultimate~~ *present and anticipated* needs. There does not appear to be any excess of equipment, and all equipment is constantly in

*sufficiently frequent use to indicate its necessity. Under certain conditions of work loads, the part of the section could be serviced by present equipment, specifically the washing and drying equipment.*

4. Space:

a. Personnel and equipment employed makes use of maximum *use of available* space, ~~saving all lost motion, and is consistent with the work being accomplished.~~

The arrangement is such that a continuous flow of work through the various stages ~~of all operations is carried on.~~

5. From the above observations it is determined that SPSID-4 is a well organized, <sup>effectively</sup> uniformly operating section.

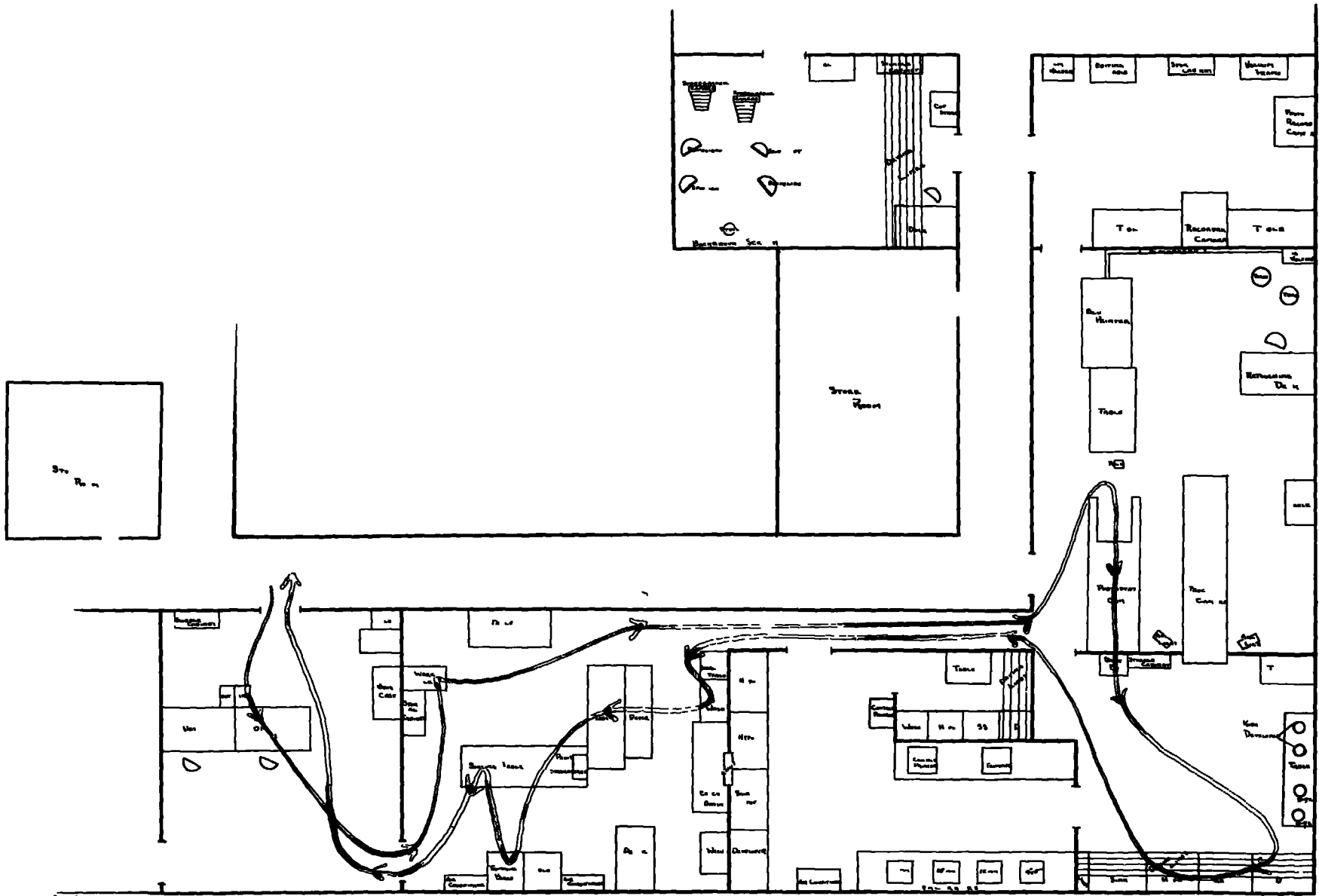
#### Notes

1. Fire hazard, consisting of exposed wiring in the ceiling of the film developing room, was noted and corrected.

2. Newly established drying room for film was confronted with the problem of possible drainage of water from films drying. Suggested remedy was coating of floors with bakelite base coat. This was investigated and found to be practical.

3. Upon investigation of the photographic requisition form used by SPSID-4, it was determined that this form is not standardized. <sup>It was</sup> ~~not found that existing stock was being used and when these stocks were exhausted~~ submission of this form for reproduction to Forms Standardization Unit, Control Office, will require a review of this form toward the end of <sup>revision and standardization</sup> ~~revision and standardization~~. <sup>no record</sup>

4. ~~The fact was determined that no procedure was found in the files of SPSID-4 concerning a procedure for photographic reproductions for the Agency.~~ <sup>no record</sup> This procedure is being written by SPSID-4 <sup>and will be published</sup>

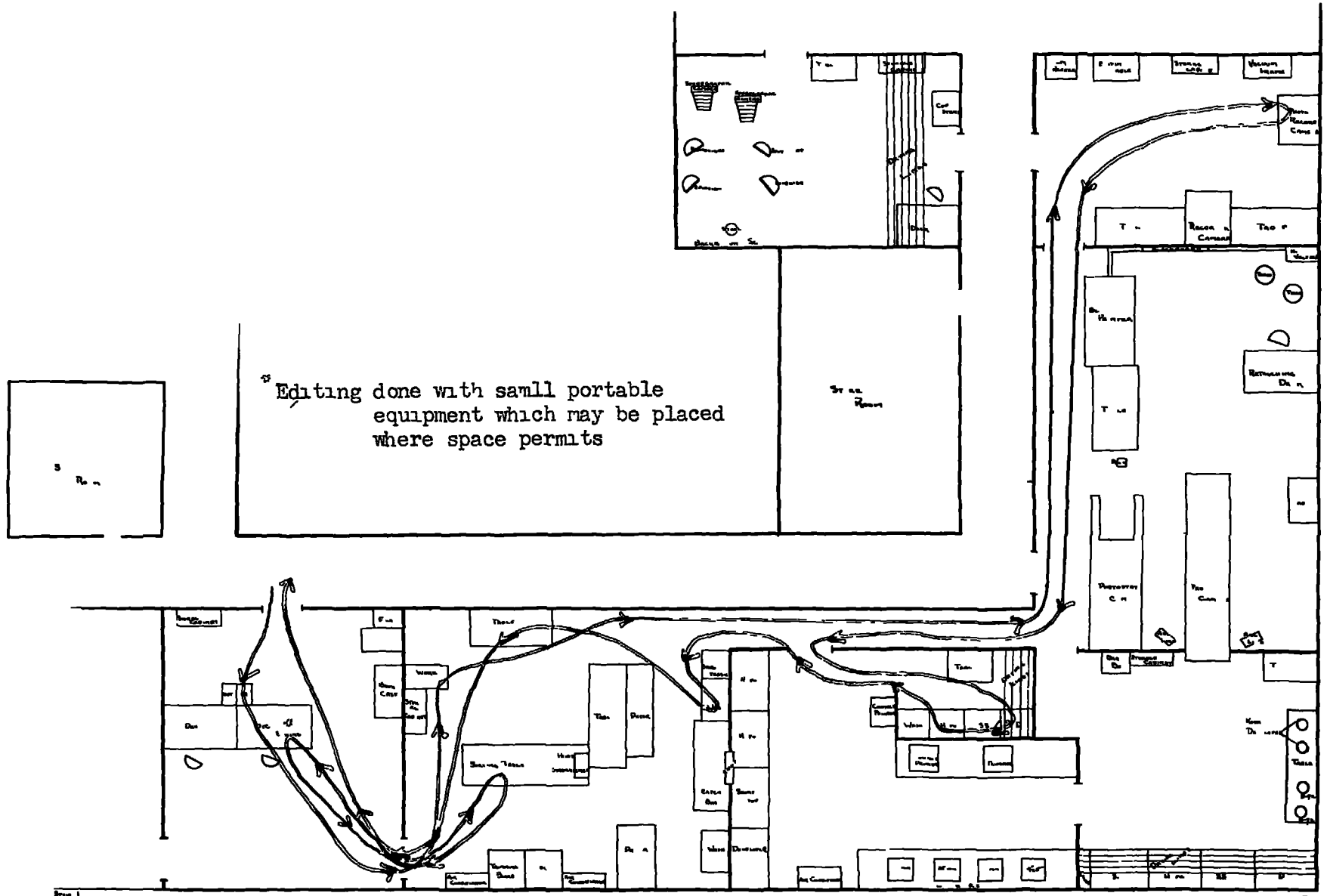


FLOOR PLAN - SPSID-4

PHOTOSTAT 90%

*Sheet 3*



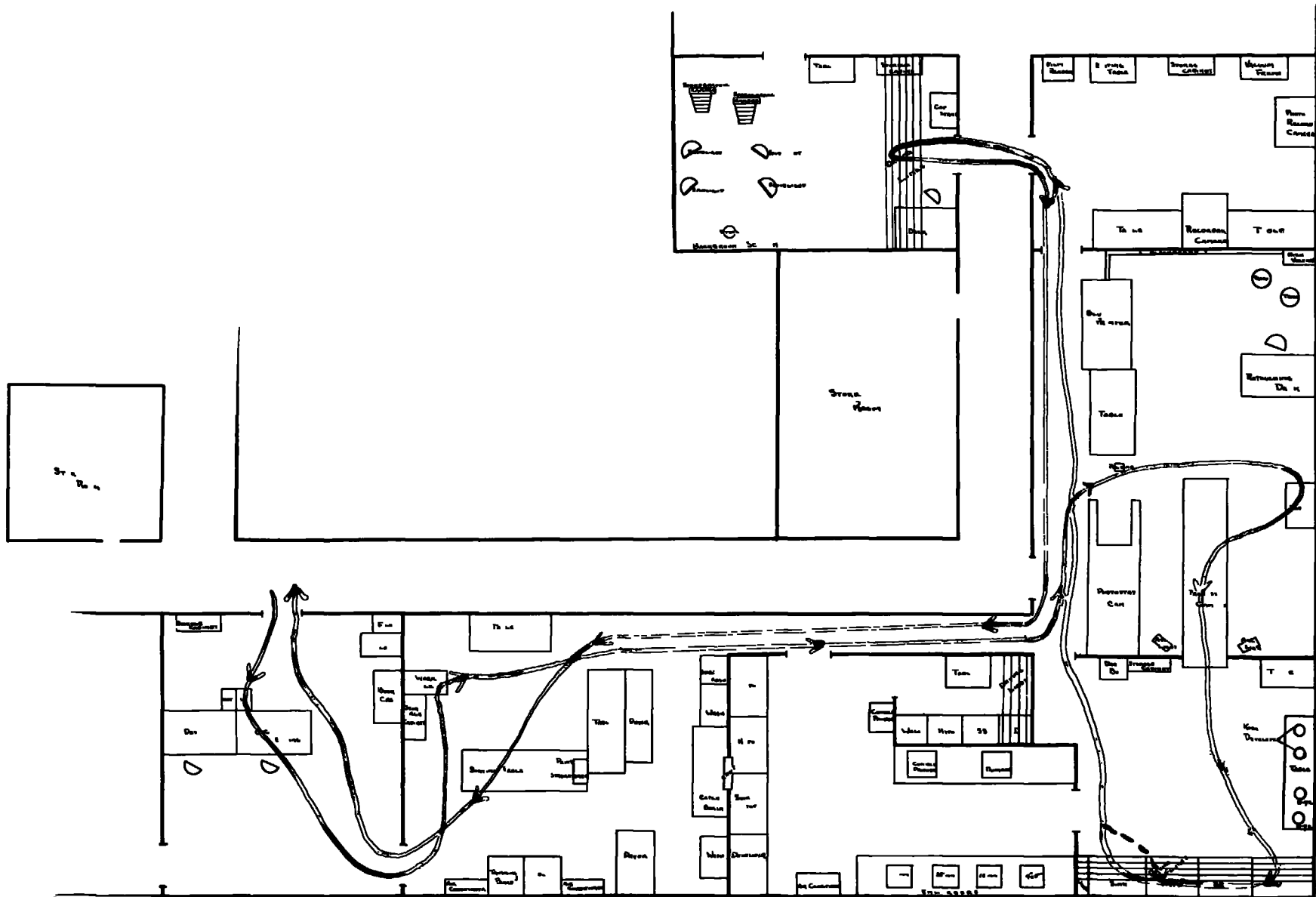


FLOOR PLAN - SPSID-4

PHOTORECORD 10%

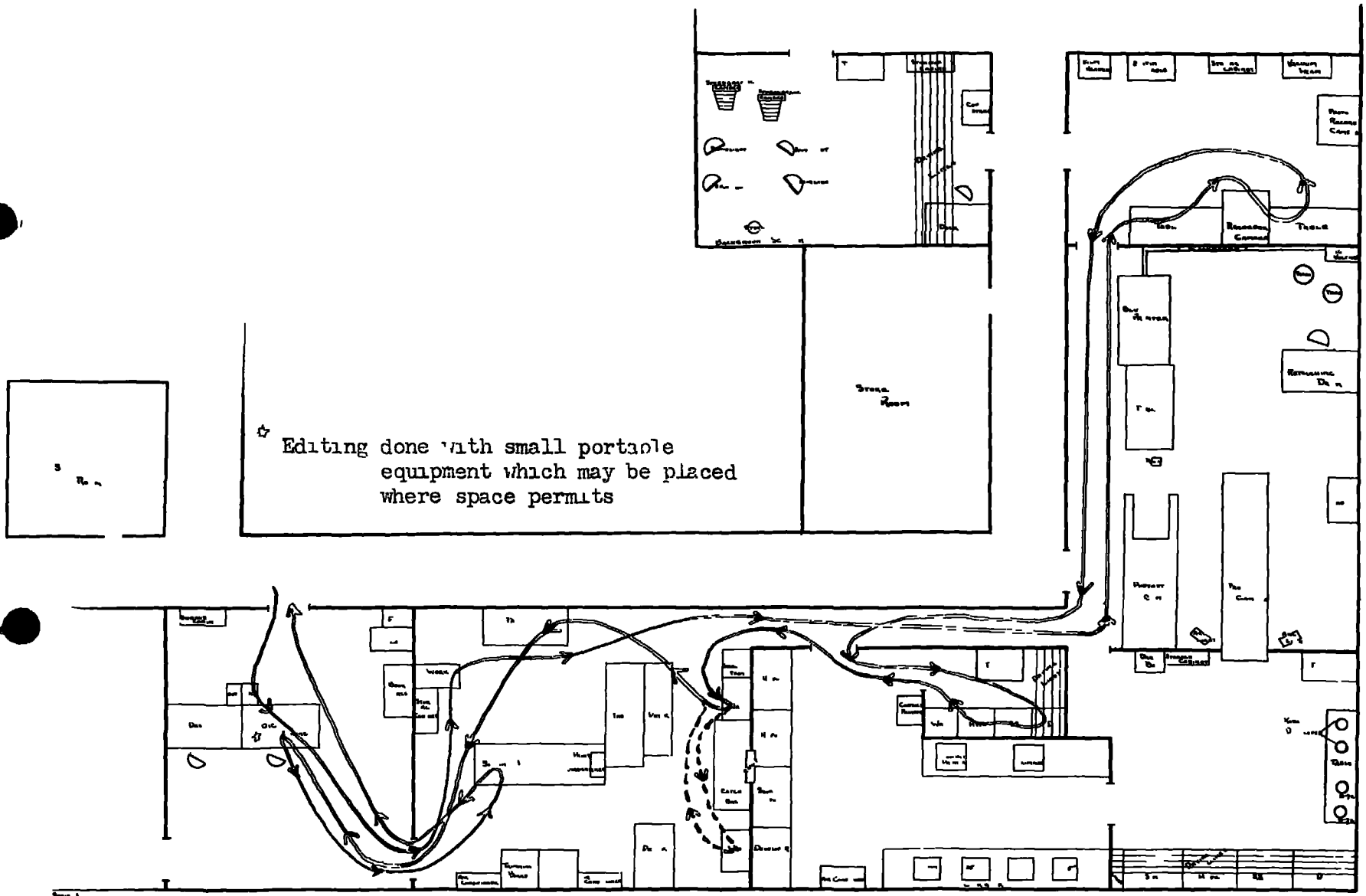






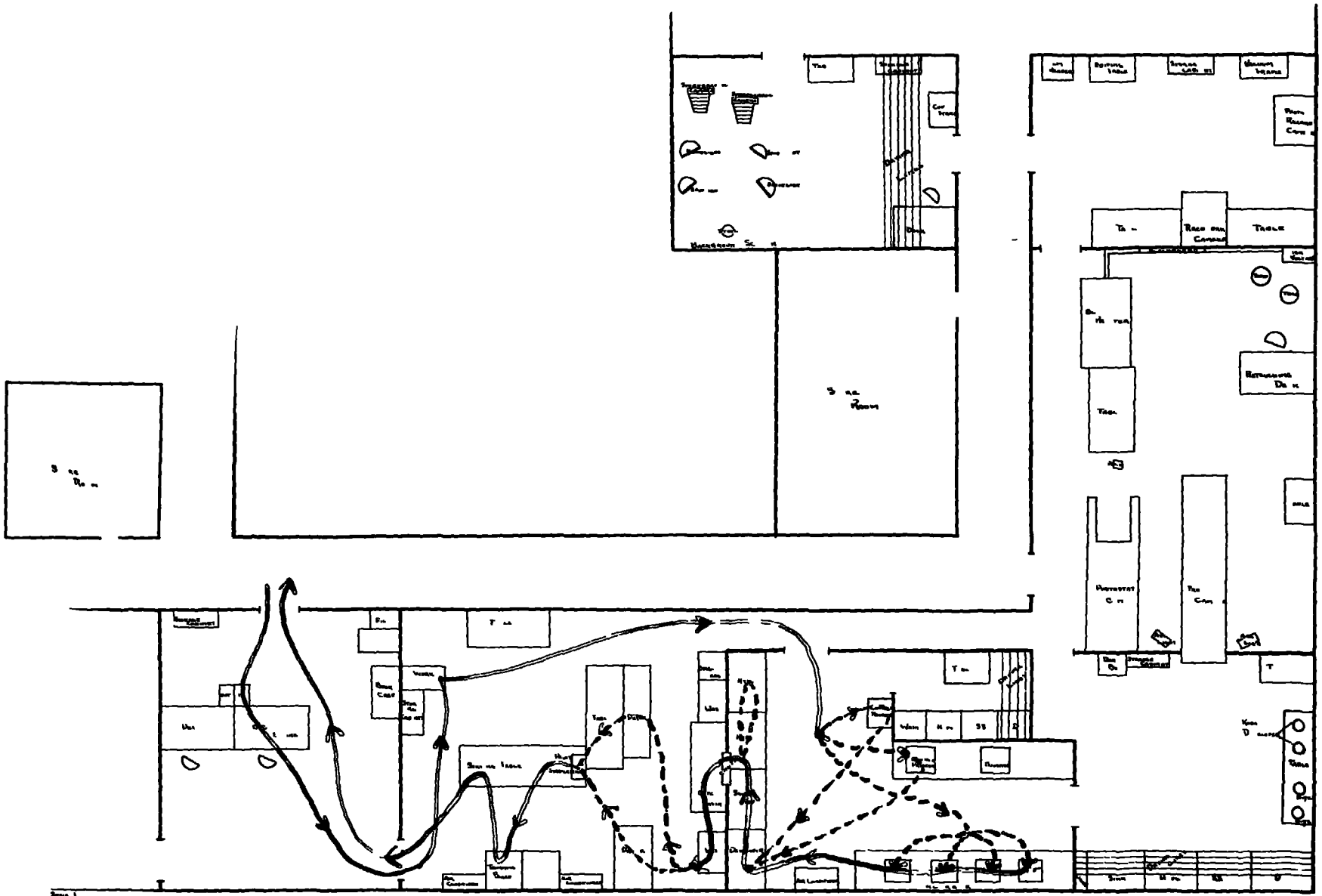
FLOOR PLAN - SPSID-4

PROCESS NEGATIVE 50%



FLOOR PLAN - SPSID-4

RECORDED 90 100%



FLOOR PLAN - SPSID-4

ENLARGING 90%