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FILE NO	SUBJECT Technical Management Board, Project No. 13		
TO Chiefs of Offices and Staff Divisions	FROM NSA Member TMB Project No. 13	DATE 13 July 1954	COMMENT NO 1 IT Taylor, 60649/nlr

1. The TMB Working Group of subject project is charged with the development of a plan for conducting comprehensive method surveys within the operational areas of the cryptologic agencies. The project scope is to:

a. Determine the value and method of applying the recognized management and industrial engineering techniques of operational and methods surveys for determining improvements which could be made in intercept and field processing operations. The following phases are to be covered:

- (1) Determination of the extent operational and method surveys have been or are being made by the cryptologic agencies, and the results achieved as a result of such surveys.
- (2) Determination of the value of a typical long-range survey throughout the intercept and field processing phases of the U.S. COMINT effort. Such a survey to include data under the standard survey categories--mission and organization, manpower utilization, procedures, equipment and other physical facilities.
- (3) Development of a plan for conducting such a survey to include major phases, time schedules, geographical coverage, number and type of personnel required, and estimated cost.
- (4) Estimate of total time required to complete survey, including preparation of report.

2. The inclosure is a draft of a typical audit check-list, the general categories of which would serve as a structure for a check-list developed specifically for the purposes of this study:

3. For guidance in further meetings with the TMB working group, the following is requested:

a. In general:

- (1) Any comments and/or recommendations on TMB Project No. 13 as a whole.

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b. Specific:

- (1) Comments and/or recommendations on the general aspects of the inclosure, or any part thereof, particularly as may involve matters of NSA policy.
- (2) Specific questions under each item in the inclosure, the answers to which you desire from the Intercept and field processing operations areas of the cryptologic agencies. (A finally recommended check-list will be prepared from these questions and submitted to the TMB Project No. 13 Working Group).

4. The inclusion of material which would require classification above CONFIDENTIAL is not desired; therefore, it is recognized that some questions will have to be phrased in general terms.

5. A reply on or before ²³29 July 54 is requested as this member is committed to effect coordination and submit recommendations on that date. If "NO COMMENT", a reply indicating same is desired; however, if no reply is received by that date it will be presumed that there are no comments at this time.

James E. Taylor

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Incl:
a/s

cc: Special Assistants

CHECK-LIST

PART I - PLANNING OF OBJECTIVES

1. Are objectives of the organization planned?
 - a. What tangible evidence (in written form) of planning of objectives is available?
2. Is the mission of the organization clearly understood?
 - a. Has that understanding been reduced to words on paper and made available to everyone in the organization?
3. Into what programs is the mission divided?
 - a. Are those programs clear-cut?
 - b. Are interrelationships between programs recognized and provided for?
 - c. Is the planning of programs coordinated with over-all planning?
4. Are policies clearly set forth in written form?
 - a. Are they understandable?
 - b. Are they current to the extent that they indicate the latest thinking of the policy makers?
5. Can management plans safely be built around existing policy directions and program plans?
 - a. For example, would it be practicable to launch the following long-range management programs (if not already in operation):
 - (1) Records management and retirement?
 - (2) Correspondence management?
 - (3) Forms Control and Standardization?
 - (4) Control of Administrative Issuances (publications)?
 - (5) Work Measurement?
 - (6) Work simplification?
 - (7) Reports Control?
 - (8) Budget Formulation?
 - (9) Budget administration?

1. What is the history, the purpose and current status of each segment of the organization?

- a. Why was it established?
- b. Why does it continue to exist?
- c. What are its present functions?
 - (1) How do they relate to:
 - (a) Functions of other segments?
 - (b) To planned programs?
 - (c) To the mission of the organization?
 - (2) Are they similar or identical to functions performed in other segments?
 - (a) For example, multiple groups of teletype operators, etc.
- d. Are there overlapping functions:
 - (1) Which can be avoided?
 - (2) Which cannot be avoided?

2. What plans are afoot for organizational changes?

- a. What is the basis for such proposed changes?

3. What is the present scheme for dividing work?

- a. By purpose?
- b. By process?
- c. Is there a tendency to specialize or the generalize?
 - (1) Does the current tendency indicate an actual trend toward one or the other?
 - (2) Is this trend good?
 - (3) Are there unexplored areas of possible generalization?

4. What segments of the organization are charged with conducting external relationships with other organizations?

- a. Of these, how many are carrying out their responsibilities effectively?

b. Are related external organizations or individuals satisfied with the service or treatment they get?

(1) Should they be?

5. Are the so-called "principles" of organization observed?

(NOTE: Since principles of organization differ among agencies and people, a list of such principles will not be inserted here; instead, the examiner should consult his superior for guidance as to the principles which his organization desires to observe).

PART III - SOUND PROCEDURES (Methods)

1. Are procedures in written forms?

a. Is their coverage sufficient?

b. Are they current?

c. Are they suitable also as training media?

d. Are "visuals" used to the extent possible in procedure directives (Operating manuals, etc.)?

e. Are procedure directives actually used by operating personnel?

2. What are the major transactions handled by the organization?

a. What are the principal work steps in the handling of each transaction?

(1) What processing forms, records or reports are used?

b. What is the work load volume at present?

(1) Does this represent an upward, downward or stable trend?

c. Are there backlog accumulations?

(1) Where?

(2) Why? (intentional or unintentional?)

(3) Are they controlled?

(4) Are they increasing, decreasing or stable?

3. Are transactions within or between work stations scheduled and dispatched (if at all) to produce an even work flow?

a. Are work load statistics maintained?

(1) Are they sufficient to gauge the capacity of the various "pipe lines" at all points so as to prevent overtaxing the pipe at one point while there is unused capacity at another?

b. On what basis is work scheduled and dispatched?

- (1) No apparent basis?
- (2) by guess?
- (3) By test? (Including a work count?)
 - (a) How often are tests made?
 - (b) At what points in the work flow?
- (4) By statistics developed through a work measurement program?

PART IV - EFFECTIVE UTILIZATION OF PERSONNEL

1. Are some persons (individually, in groups or by types) too busy while others loaf or coast?
 - a. To what extent is this due to:
 - (1) Improper organization?
 - (2) Poor staffing?
 - (3) Procedures?
 - (4) Seasonal activity?
2. Are there "dead-end" jobs?
 - a. How prevalent are they?
 - b. Can they be further minimized?
3. Are there classes in formal training of workers?
 - a. For technical people?
 - b. For supervisors and foremen?
 - c. For clerical personnel?
 - d. Is the need recognized for formal training in simple but monotonous tasks such as filing, sorting, alphabetizing, stamping and the like?
4. Is there a program for in-service training of personnel?
 - a. Is this program coordinated or integrated with the formal training program?
5. To the extent operating manuals or instructions exist, are they usable and used in training?

6. Is there a program of work incentives?
 - a. Are the incentives recognizable by the people?
 - b. Can more be done in the incentive program?
 - c. In what ways is the incentive program linked with the training programs and vice versa?
7. Is there an employee suggestion system?
 - a. Are cash awards or promotions given for suggestions adopted?
 - b. What percent of suggestions submitted are adopted (should be 20% or more)?
 - c. Can the suggestion system be better publicized or more energetically administered?
8. What special morale building devices are used?
9. What conditions or situations now existing have the effect of depressing morale?

PART V - ADEQUATE FACILITIES

The Money Situation (NOT APPLICABLE to TMB Project No. 13)

1. Are the budget formulation and administration policies and procedures promulgated in written form?
 - a. Are they sufficient? Up-to-date?
 - b. Do those concerned understand them?
 - (1) If understanding on the part of staff and operating officials is not apparent, what are the causes and what can be done about it?
2. Is the money situation trending toward tighter or looser allocations?

The Manpower Situation (Related to PART IV)

3. Are there recruiting problems for certain jobs?
 - a. What are the causes?
 - (1) Can they be eliminated or alleviated?
4. Is the quality of personnel:
 - a. Satisfactory?
 - b. In need of improvement?
5. Are technical personnel unnecessarily burdened with administrative or clerical tasks?
6. Are there evidence of over-staffing or under-staffing?

- a. What are the apparent causes?

(NOTE: This question relates to PARTS II AND III)

The Equipment and Supplies Situation

7. Is modern equipment furnished?
- a. Is it used?
 - b. Is it kept in proper condition?
 - c. Are there other types of equipment or devices which advantageously could be used?
 - d. Are there sufficient equipment problems to warrant the assignment of an equipment specialist?
8. Are items of equipment (purchased or home-made) in effective use in parts of the organization but not in others?
- a. Is this because the equipment has not been properly publicized?
9. Are supplies stocked wisely?
- a. In the right locations?
 - b. In the right number of locations?
 - c. In the proper quantities?
10. Are supplies issued according to a plan?
- a. Requisitioned wisely?
 - b. Issued promptly?

The Space Situation

11. Is the Office layout such that a continuous straight-line flow of work prevails?
12. Where a segment of an organization is large enough to occupy several rooms or wings, are the space allocations contiguous either on a horizontal or perpendicular basis?
13. Are some groups too crowded while others have room to spare?
- a. Is this part of a long-range space plan?

The Communications Situation

14. Are mechanical means of communication used where feasible and more economical?

(e.g. telephone, telegraph, teletype, telautograph, pneumatic tubes, radio, etc.)

15. Is the mail and messenger system efficient?
 - a. Regular pick-ups and deliveries at well-selected stations?
16. Can the cycle time be improved for mail handling?
 - a. For mail going outside the organization?
 - b. From other elements within the organization?
 - c. From the general public?

PART VI - COMPREHENSIVE PERFORMANCE STANDARDS

Work Measurement

1. Is there an organization-wide work measurement system?
 - a. Every segment using the system?
 - b. Does the system provide uniform reporting media?
 - (1) Who prepares the reports?
 - (2) Who receives the reports?
 - (a) For what purpose?
 - (3) Are the reported data meaningful? Trustworthy?
 - (a) Are they acted upon promptly and objectively?
2. Is there effective centralized guidance and administration of the work measurement system?
 - a. Is it properly placed in the organization?
3. Do performance standards for individual jobs recognize sufficiently the elements of human nature?

Quality Standards

4. To what extent is the principle of "calculated risk" used?
 - a. Where hundred percent checks are made, would a sample check suffice?
 - b. Where multiple checks are made, would one (or fewer) suffice?
 - c. Are there instances where too great a risk is taken?

5. Are errors recorded?
 - a. By individuals, by groups, or both?
 - b. How is the recorded data used, if at all?

Economy Standards

6. Where occasion requires that economy be considered to be the primary administrative goal, what is the effect on speed (or quality) of production and quality?
 - a. Production decreases?
 - b. Lowering of quality standards?

General

7. Who decides that the primary administrative goal will be quantity, quality or economy?
 - a. On the basis of what data?
 - b. Are the decisions re-examined periodically?
 - (1) By whom?
 - (2) On the basis of what data?

PART VII - EFFECTIVE APPRAISAL OF RESULTS

Reports and Statistical Studies

1. Is there a centralized reports control system?
 - a. Do those in charge review:
 - (1) Requests for approval of reports?
 - (2) Reports previously approved to assure their continued essentiality?
2. Are reports received in time to make them useful administratively?
 - a. Are they wisely used?
3. Are reports as meaningful as they could be?
4. Are reports sufficiently accurate?
5. Are reports asked for without the requestor knowing the data requested is readily available in the records or files of the reported?

6. Do statistical analysts prepare tables, graphs, and other study material from reports:

- a. As progress indicators?
- b. As trend indicators?
- c. For planning and work load projections?
- d. Are such materials placed in the hands of the right people in time to be useful?
 - (1) Are they wisely used?

Inspections and Financial Audits

7. Who makes inspections and financial audits?

- a. Where?
- b. How often?
- c. Are reports prepared?
 - (1) To whom?
 - (2) What use is made of them?
 - (3) Who follows up?
 - (a) When?
 - (b) How?

8. What types of inspections are made?

- a. Investigative?
- b. Administrative?
- c. Technical?
- d. Is there overlapping of types?
 - (1) Are these recognized and condoned?
 - (2) Might they be eliminated?

Operations Audits

9. Are operations audits made?

- a. By management (staff elements) only?

- b. By operations personnel only?
 - c. By both management and operations?
 - (1) Separately?
 - (2) Jointly?
10. Do operations audit outlines provide usable administrative and operations data?
- a. Is the outline based upon existing policies, administrative instructions and operating manuals?
11. Are operations audit reports reviewed and acted upon by the right people?