

HEADQUARTERS
ARMY SECURITY AGENCY
WASHINGTON 25, D. C.

WDGSS-14

18 March 1946

SUBJECT: Personnel Board

TO: Acting Chief
Army Security Agency

1. In reviewing the problem of setting up a Personnel Board, I have studied the file of the old Personnel Control Committee, of which I was a member. One of the chief difficulties encountered by that committee was the lack of proper representation from the operating divisions. Another was its lack of facilities to study any particular problem. A rather extensive paper was prepared on this subject by the committee and was presented before an ASA Staff meeting (See Tab A). As a result, the committee as constituted was dissolved, and another committee composed of the Assistant Commandant, Control Officer, and Chief, Personnel and Training Division was set up (See para. 1 of Tab B). The newly constituted committee never functioned as such, but papers were routed to each member. Matters dealt with were primarily those of allocating bodies where needed most. It is believed that the Personnel Control Committee has never been formally disbanded.

2. In the minutes of the Intelligence Division Executive Committee meeting for 28 February 1946 (see para. 4g of Tab C), there is given a rather complete view of the proposed Board from that Division's standpoint.

3. Taking all these factors into consideration, I have drawn up a tentative draft of an order setting up such a Board, which should be able to handle anything in the way of a personnel policy or problem. It will have the power and prestige necessary, and it can provide the working groups for whatever studies are needed either from the list of alternates or from the Personnel sections in the branches or divisions concerned. The Director of Communications Research will be glad to serve the committee in any way desirable.

4. The tentative order follows:

"1. An ASA Personnel Review Board is hereby established which will consist of the following members:

Assistant Chief, Operations (Chairman)
 Chief, Intelligence Division
 Chief, Research & Development Division
 Chief, Security Division
 Chief, Personnel Branch
 Chief, Personnel Section, ASA Staff

Each member will appoint a regularly designated alternate who will be empowered to act in his absence.

2. The functions of the Board are as follows:

a. It will review any personnel problem properly referred to it by the Commanding General, Army Security Agency, or by any member of the Board, with a view to establishing equitable and uniform personnel procurement, allocation, promotion, and separation policies throughout the Agency.

b. The results of its deliberations will be prepared in the form of recommendations to the Commanding General, Army Security Agency.

3. The Personnel Control Committee set up by Office Orders No. 27, 25 November 1944, is hereby dissolved."

5. It is requested that the attached Tabs A, B, and C be returned to this office for file.

Mark Rhoads

3 Encls
 Tabs A thru C

MARK RHOADS
 Assistant Director of
 Communications Research

*Tab A: Memo, dated
 20 Feb. 45, subject
 "Operation of Personnel Control Committee"
 signed by Lt. Col. Joseph H. Johnston*

*Tab B: Signal Security Agency Staff Minutes,
 8th meeting, 20 Feb. 45.*

*Tab C: Intelligence Division Executive
 Council Minutes, 130th meeting,
 28 Feb. 46.*

ARMY SERVICE FORCES
Signal Security Agency
Washington 25, D.C.

20 February 1945

MEMORANDUM for Commanding Officer, Signal Security Agency

Subject: Operation of Personnel Control Committee

1. CCSigO Memorandum, Serial #119, 17 August 1944, directed the establishment of Personnel Control Committees in all Signal Corps Field Installations having a combined military and civilian strength of over 500. In accordance with this directive, a Personnel Control Committee consisting of the Control Officer, the Chief, Personnel and Training Division, and Lt. Frank Lewis, as the civilian representative, was appointed and met for the first time on 4 September 1944. On 25 November 1944, per Office Orders #27, Major Philip King and Mr. Mark Rhoads were appointed members of this Committee vice Colonel Cook and Mr. Lewis relieved.

2. The Standing Operating Procedure--Organization, dated 5 October 1944 sets forth in Section 9, paragraph 2, the duties of the Personnel Control Committee. These are as follows:

a. Considers present allocation and utilization of personnel at Arlington Hall Station, in the Second Signal Service Battalion, and in the operating branches.

b. Reviews all changes in existing allocations.

c. Reviews all civilian personnel grievances and reported difficulties.

d. Makes recommendations to the Commanding Officer in accordance with the finding of the Committee.

3. As an inclosure to OCSigO Memorandum, Serial #119, 17 August 1944, the suggested organization and duties of the Personnel Control Committee are set forth. The basic requirements are that the members of the Committee will familiarize themselves with:

a. The mission and operation of the various types of activities in the command concerned.

b. The War Department Manpower Board and other "standards" for measuring personnel requirements.

c. All current information relative to workloads, standards, work simplification procedures, etc.

4. This memorandum further provides that the Personnel Control Committee will operate as a staff organization and will advise the Commanding Officer in his effort to bring personnel employed in each installation down to that required at the most efficient similar installation. In accomplishing this, it will:

- a. Establish a general plan for the conduct of work measurement and work simplification studies; applying the principles outlined in ASF Control Manuals, M 703-3, 4 and 5, as applicable to each installation.
- b. Instruct subordinate units in the use of work measurement and work simplification techniques.
- c. Analyze data derived from these and other studies.
- d. Recommend remedial action to economize in the use of personnel.
- e. Be prepared to furnish higher authority with relevant work measurement and other similar data upon request.
- f. Maintain close coordination through channels with the CSO's Personnel Control Committee and Control Division, OCSigO.
- g. Make or initiate surveys of personnel when desirable.
- h. Make spot checks of personnel in representative groups from time to time as a means of determining that records are being properly kept and reports are being properly compiled.
- i. Supervise the preparation of strength reports on Personnel Control Form, W.D., A.G.O. Form No. 805 (Control Approval Symbol AP-1), and see that they are forwarded in time to be received in Washington at the prescribed time.
- j. Check AP-1 reports against the morning reports and machine records reports and reconcile differences.
- k. Analyze AP-1 reports with a view to developing opportunities for economy in personnel.
- l. Keep informed as to proposed discontinuance or reduction of activities and recommend personnel reductions accordingly.
- m. Establish procedures and make recommendations which might be of assistance to other commands for transmission to higher authority.

5. Because of the unique nature of this installation and the lack of any comparable installations, the Personnel Control Committee has been handicapped in its efforts to secure adequate data. The Control Office and two members of the Committee, Mr. Rhoads and Major King, have and are conducting work simplification and personnel utilization studies in three of the four operating divisions. The results of these studies have been forwarded direct to the Commanding Officer and remedial action recommended in all cases where saving of personnel or space appeared to be feasible. Requests for increases in existing personnel authorization are received by the Personnel Control Committee, investigated, studied and recommendations submitted to the Commanding Officer.

6. A review of Personnel Control Committee procedures in field installations conducted by OC3igO indicates that effective committee operation is largely determined by the presence of the following basic conditions:

a. The existence of a strong and adequately staffed "control" group to act as a secretariat in implementing the Committee's actions and desires.

b. The channeling of all requests for personnel increases or adjustments through the Personnel Control Committee for consideration.

c. The proper and adequate representation on the Committee of all major operational groups.

d. The existence of sufficient "work volume" data for each small operational or functional group to permit evaluation of the merits of each request based on factual evidence of increasing, decreasing, or shifting work volume.

7. The operation of the Personnel Control Committee in this Agency has been hampered by the lack of an adequately staffed "control" group, by the lack of proper and adequate representation on the Committee of all major operational groups, and by the lack of sufficient "work volume" data in each small operational group to permit evaluation of the requests for additional personnel based on factual evidence of increasing or decreasing work volume. There is no known "yard stick" of measurement that can be applied through all operational units of this Agency. It is believed that, based upon work simplification studies now being conducted, a "yard stick" may be established for most working units and a common denominator found by translating all "yard sticks" into terms of man hours.

8. To implement the effective operation of the Personnel Control Committee in this Agency, it is recommended that:

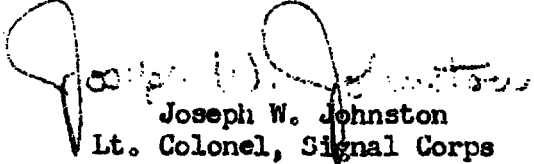
a. The relationship between the Personnel Control Committee, the Control Office, and the Commanding Officer be clarified.

b. The Control Office be expanded immediately to permit its functioning as a secretariat to implement the committee's actions and desires.

c. The Committee be expanded to include representatives of each operating division, and possibly a representative of MIS.

d. The Control Office be instructed to proceed immediately with work measurement studies in all operating units.

e. The Control Office submit all reports of work simplification studies or utilization of personnel to the Commanding Officer thru the Personnel Control Committee.


Joseph W. Johnston
Lt. Colonel, Signal Corps
Chairman, Personnel Control Committee