

30 November 1951

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MEMORANDUM FOR AFSA-COB

SUBJECT: Proposal of Dr. Tompkins

1. It does not necessarily follow that every suggestion made by SCAG will be favorably considered by AFSA. However, every suggestion made by SCAG must be given an opportunity to be heard and discussed. With respect to Tompkins' suggestion, there is no attempt to kill the suggestion before it has been presented. The proposal as made by Tompkins is on the agenda for consideration at the forthcoming SCAG meeting. It seems evident that the suggestion is not looked on with enthusiastic agreement by some of the individuals who have seen the letter. There are a number of points which raise themselves in connection with Tompkins' proposal:

- a. There is indicated a recognition of the fact that to make a definite contribution it is necessary that an individual devote a continuous effort to the problem, even though this continuous effort be but for part of a year.
- b. Apparently a feeling that "facilities for congenial surroundings" do not exist within AFSA. Otherwise, why the recommendation that the proposed effort be done under contract through CIA at some establishment such as Rand?

2. In the cryptologic business the biggest asset that an organization can have is continuity of personnel. A cryptologic organization cannot be successfully operated, in my opinion, on an assumption that any time some difficult problem arises "experts" will be brought in who will solve the problem and then go about their own business again.

3. If SCAG can make a contribution to the problem for which it has been assembled, it is only because of continuity of AFSA personnel to formulate the problem in terms of which SCAG members can attack it, for without such a formulation it is doubtful if any outstanding scientist without a long period of training in cryptology could make a real contribution.

4. Are we to favor outside experts by providing them with congenial surroundings and expect competent AFSA personnel to operate under

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conditions considered unfavorable? Any step in this direction could raise serious morale problems. The raising of such a question by implication in Tompkins' recommendation, the loss of personnel which we have suffered, and the general unfavorable attitude to the now publically announced move of AFSA, further emphasizes the consideration of the general personnel and operating policy of AFSA.

5. Attached also are comments by Dr. Campaigne and notes on administration of research facilities which is a compendium of comments as a result of discussions with a number of people.

S. HULLBACK
Acting Chief
Office of Research and Development

Enclosures - 6

1. Proposal by Dr. Tompkins
2. Office Memo fr 03 to OOB
3. Office Memo fr OCT to OOB
4. Memo fr 206 to OOB
5. Comments fr Dr. Campaigne to OOB
6. Notes on Adm. of Research Facilities

cc: AFSA-OOT

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