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REF ID: A65592 27 July 44

Notes on Reorganization.

1. There should be a secretariat of Boards and Committees, probably under the Control Officer. This would serve all permanent groups of this kind both within and without the agency. Perhaps also for all special conferences held on the post concerning more than one branch, and those with outside agencies. The whole point concerned is, that these things be of record for coordination, standardization and control.

EO 3.3(h)(2) -  
PL 86-36/50 USC 3605

2. Section II par 6 - "operate an agency for the solution of intercepted enemy codes and ciphers." (How about neutrals, and in time of peace [redacted] traffic? perhaps operation of better. This is used in the II par. end of third line from end of paragraph add "and cryptanalytic".

3. Section II, 3. Add "; reviews,<sup>and standards</sup>  
 the output and distribution of all  
 technical publications, <sup>including the Bulletin</sup> produced  
 by the Agency, and the distribution  
 of those received at the Agency  
 from outside sources; is chairman  
 of the <sup>specific</sup> ~~Technical~~ Committee."

4. The function of insuring  
 that all technical information  
 obtained from the cryptanalytic  
 section is placed at the disposal  
 of the cryptographic section  
 for the betterment of our own  
 systems should appear  
 somewhere - either in the  
 Control Office or the ODCR.

5. Laboratory Section has been  
 placed in Service Branch:  
 I disagree. Although its secret  
 ink mission has become  
 a minor role, and its photo-  
 graphic role a major one, yet

as set up in Army Regulations  
 its only role was secret info  
 and hence it should be  
 under Intelligence Branch.  
 Also if you leave this section  
 under Services Branch,  
 you have a small section  
 under a Lt. Col. and much  
 larger ones on the same level  
 with from 1st Lt. to Major  
 in charge. You could get  
 around this perhaps by  
 placing the Lt. Col. in charge  
 of the Services Branch,  
 which is more commensurate  
 with the rank of Lt. Col. than  
 the present set-up.

6. Mail Section - wouldn't  
 it be more logical to put this  
 in Administrative Branch of  
 the Agency. It is a headquarters  
 function.

7. The ~~Training Section~~ of  
Adm Branch should be called  
"Pre-training Section" to differ-  
entiate <sup>it from</sup> special training  
carried on within the other  
Branches.

PL 86-36/50 USC 3605  
EO 3.3(h) (2)

8. Section IV par. 6, add  
"controls and coordinates the  
interception of traffic & the function  
with the Cryptanalytic Section."

9. There should be two  
Cryptanalytic Sections on  
the same level. One the  
Jap Army section and the  
other everything else - partic-  
ularly . Under  
the Jap Army section would  
come present B II and B IV  
sections; that part of B I  
which has to do with Jap Army;

~~the~~ the Battle Order Section and Shipping Section (now part of I + L Branch).

10. Control and coordination of liaison is very important. Various types of liaison are carried on at present but each is more or less independent. This should continue, but one central office should know at all times what, <sup>how,</sup> and by whom. This should come under the specific functions of perhaps the Control Office ~~and~~ the office of record ~~and present liaison functions~~ would be the I + L Section which would continue its present liaison functions.

11. It should be someone's specific job to keep the Post-War plan up to date; maintain files on who are

to be retained, coordination of filing systems, etc.

12. There is a need for a "Plan and Policies" unit for the Agency whose specific job it would be to determine long-range courses of action in all phases of SSA work <sup>including</sup> Post-war plans mentioned above. This would include <sup>framing the</sup> answers to such questions as "Where are we going cryptographically; where will the 294, 409 <sup>etc.</sup> fit in to the picture; speech privacy, c/fox, speech fingerprinting; cryptanalytic machinery; Navy coordination and cooperation in development, etc." The Office of the Director of Communications Research is probably the place for this.

TR