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MEMORANDUM for Colonel W. Preston Corderman

SUBJECT: Officer Personnel Allotment

I. DISCUSSION.

## 1. It is proposed:

a. That the officer personnel allotments made on 22 December 1944 to subordinate units of the Signal Security Agency be rescinded.

b. That each subordinate unit be authorized a certain number of officer vacancies.

c. That no distribution of officer grades be made to subordinate units other than the Second Signal Service Battalion.

2. The authorization of personnel made to the Signal Security Agency by higher headquarters is a bulk allotment of grades and vacancies rather than a Table of Organization. From time to time suballotments of both grades and vacancies have been made to subordinate units within the Signal Security Agency. Reference is made to Tab "A". These distributions were made on the basis of requests from the various units.

3. Every operating branch has, at one time or another, presented justification in support of the number of officers requested for the performance of the missions of the branches. Studies conducted by Headquarters Branch and, subsequent to the reorganization 21 August 1944, the Control Office, have revealed that each requirement submitted by the branches was based on personnel required to carry out current missions. Little or no "padding" was found. Work loads may vary and qualified personnel are not always obtainable, with the result that several

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of the branches are substantially under their presently authorized officer strength. This condition, projected to the Agency level, has caused the Signal Security Agency to be understrength in officer personnel.

4. Almost no justification other than by a comparison of the structural organization to a field command, could have been offered by the branches in support of their request for allotments of grades because job audits of officer positions, to determine the maximum grades which could be held by incumbents, were never conducted. Consequently, allotments of grades were made arbitrarily.

5. Arguments presented in favor of allocating officer vacancies to subordinate units are:

a. Each subordinate unit head "knows where he stands". When requirements exist, he may procure additional officers up to the strength authorized without the necessity of providing detailed justification in every case.

b. Considerable flexibility is provided at branch level for reorganization to meet new problems, assignments of duties, and for the training of certain officers in functions for which it is known overseas requirements will exist at a future date.

c. Distribution of officer vacancies to branches and, hence, to specific positions, indicates to higher headquarters that the total allotment of the Signal Security Agency is required to perform the Agency's mission. On the other hand, if vacancies were not allotted and a large number were held in reserve by the Commanding Officer, higher authorities might well conclude that the total allotment of the Agency is in excess of the actual requirements.

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6. Arguments presented against the allotment of officer vacancies to lower echelons are:

a. From the viewpoint of the Commanding Officer, considerable inflexibility exists in the matter of providing those units having justifiable requirements with increases in their allotments. As an excellent case in point, the following is submitted:

- (1) The Development Branch was authorized a strength of forty two (42) officers on 22 December 1944. Forty (40) are currently assigned and two (2) are on requisition. A considerable workload, brought about by a backlog and by recent improvements in the development of cryptographic equipment, exists at this date. Because of the inability of the Personnel Branch to procure qualified civilian mechanics and engineers, and because of the restrictions placed on the procurement of enlisted personnel, it has been necessary for the Development Branch to request forty nine (49) additional officers. Since all except fourteen (14) vacancies of the bulk allotment of the Agency have been suballotted, it will be necessary to "rob" some other branch to meet the requirements of the Development Branch. The Personnel Control Committee is presently studying this case and will make appropriate recommendations to the Commanding Officer.

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b. Improper utilization of personnel is encouraged. Those units whose allotments are in excess of their true requirements may have officers performing jobs for which qualified civilians are available.

c. Certain branches whose allotments are in excess of their current requirements are tying up vacancies which may be needed in other branches. An examination of Tab "B" will reveal that while some branches are understrength, others, which require additional personnel as indicated in Tab "C", are up to authorized strength and are justifying requests for more officers.

d. The fact that the Signal Security Agency is currently understrength in officers can be traced to the "tying up" of vacancies by those branches which do not currently need them. The increased workloads and new missions assumed by other branches might indicate that a request for an increased bulk allotment should be placed with the Assistant Chief of Staff, G-2. Since the Agency as a whole is understrength, the placing of such a request would be entirely impractical.

7. Arguments presented in favor of suballotting officer grades to subordinate units are:

a. Opportunities for promotion seem more apparent to individual officers. As long as branches have large quotas of unused captaincies, majorities, etc, morale is favorably affected.

b. The suballocation of grades affords the Branch Chiefs the knowledge that grade vacancies exist to cover those officers whom they may recommend for promotion.

c. The suballocation of grades is a control on officer promotion in that the higher grades are spread throughout the organization. Accumulations of high grades in one or two branches are prevented.

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8. Arguments presented against the policy of suballotting officer grades to subordinate units are:

a. The allocation of a block of officer grades to a branch invites the less conservative Branch Chiefs to recommend for promotion officers who barely meet the minimum requirements for promotion.

b. When, in the opinion of the Commanding Officer, an officer is deserving of promotion, the Commanding Officer will withdraw an appropriate grade from some other subordinate unit to cover the promotion if no such vacancy exists in the recommended officer's branch. The effect of losing a grade vacancy in the branch from which the grade is withdrawn is most undesirable and undermines confidence in the tables of allotments.

c. The suballotment of grades discourages the assignment to the Signal Security Agency of well qualified officers in the grade of captain and above. With an allotment of grades at his disposal, each Branch Chief is desirous of promoting from within his own organization. The policy of promoting from within is sound, but only when applied at Agency level and only when it does not preclude the assignment of well qualified officers to the Agency.

d. The suballotment of grades causes a "tie-up" in the promotion policy in that certain officers occupy positions which have been assigned grades higher than those actually held by the officers. Reference is made to Tab "B". In many instances, they will not meet the requirements for promotion for a year or more. Therefore, the higher grades are not readily available for other deserving personnel.

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9. It may be pointed out that both the Military District of Washington and the Office of the Assistant Chief of Staff, G-2, War Department General Staff, are authorized bulk allotments of grades and vacancies. Neither organization makes suballotments to subordinate units. The Commanding Officer of the Signal Security Agency has expressed his desire to bring the Agency's promotion policy in line with that of G-2. It is believed that the determination as to whether or not officer grades should be suballotted to subordinate units should definitely be considered as a phase of the promotion policy.

10. From the arguments presented above, it is concluded that:

a. The personnel authorization of 22 December 1944 has not been completely successful in providing an adequate distribution of officer vacancies or providing internal alignment of grade allocations for the promotion of officers.

b. An allotment of officer vacancies to the operating branches and to the Second Signal Service Battalion should be made, but a substantial number of vacancies must be withheld by the Commanding Officer to meet justifiable future requirements such as those indicated in Tab "C".

c. No allotment of officer grades should be made to the operating branches of the Signal Security Agency. Instead, the bulk allotment of grades should be held by the Commanding Officer and used, each grade individually, to effect the promotion of any deserving officer within the Agency or to permit the assignment of any well qualified officer to the Agency.

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d. A study must be conducted to establish an internal alignment of officer positions in order that the Commanding Officer may know the highest grade which may be held by the incumbent of a particular position as compared with all other positions in the Agency.

## II. RECOMMENDATIONS.

ii. It is recommended that:

a. The Personnel Control Committee prepare for the Commanding Officer a redistribution of officer vacancies, withholding a minimum of fifty (50) to be used upon the recommendation of the Committee, to meet future requirements.

b. The suballotments of officer grades authorized on 22 December 1944, be withdrawn.

c. A study of all positions, occupied or to be occupied by officer personnel, be undertaken by the Personnel and Training Division to determine the maximum grade which the incumbent of each position may attain.

d. The Chief, Personnel and Training Division determine the availability of grades from the bulk allotment of the Agency for the promotion of each officer recommended and for the assignment of any qualified officer made available to the Agency.

e. The chief of each subordinate unit be informed of the maximum grade which the incumbent of each position in the unit may attain if otherwise qualified for promotion.

f. A bulk allotment of officer grades be made to the Second Signal Service Battalion for suballotment to the monitor stations.

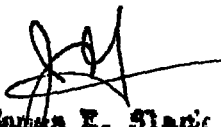
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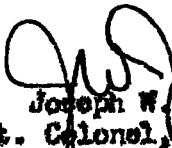
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Clinton B. Allsopp  
Colonel, Signal Corps  
Chief, Security Division  
February 1945  
Extension 241

Harold G. Hayes  
Colonel, Signal Corps  
Chief, Intelligence Division  
February 1945  
Extension 311

Earle P. Cook  
Colonel, Signal Corps  
Chief, Operating Services Division  
February 1945  
Extension 303

  
James E. Sladic  
Lt. Colonel, Signal Corps  
Administrative Officer  
February 1945  
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Joseph W. Johnston  
Lt. Colonel, Signal Corps  
Chief, Personnel & Training Division

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TAB "A"

COMMISSIONED GRADES AND VACANCIESSuballotted Within the Signal Security Agency22 December 1944

<u>Branch</u>	<u>Brig Gen</u>	<u>Colonel</u>	<u>Lt. Col.</u>	<u>Major</u>	<u>Captain</u>	<u>1st Lt.</u>	<u>2d Lt.</u>	<u>TOTAL</u>
Office of the C.O.	1	1			1		1	4
Control Office			1	1		1		3
Adm Office, AHS		1		4	3	9	7	24
Hq, 2d Sig Sv Bn				2	4	5	5	16
Chief, P/T Div		1		1				2
Personnel Br			1	2	6	9	7	25
Training Br			1	1	4	6	9	21
Chief, Op Svs Div		1						1
Communications Br			1	5	7	13	13	39
Laboratory Br			1	1	3	2		7
Machine Br			1	4	9	21	35	70
Supply Br			1	2	4	3	2	12
Chief, Security Div		1	1					2
Prot. Security Br			1	3	4	5	2	15
Cryptographic Br		1	5	9	24	35	43	117
Development Br			1	2	7	16	16	42
Chief, Intelligence Br		1		1	1	1	1	5
Language Br			1	1	2	21	61	86
Military Crypt Br		1	1	3	14	35	29	83
General Crypt Br			1	4	13	20	15	53
T/A & Control Br			1	2	5	25	36	69
I & L Branch			1	2	4	6	3	16
Reserve Pool			1			1	12	14
(Not allocated)								
TOTAL	1	8	21	50	115	234	297	726
2d Sig Sv Bn		1	3	7	24	43	47	125
(excluding Hq at AHS, including all field stations)								
TOTAL Signal Security Agency	1	9	24	57	139	277	344	851

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TAB "B"

COMPARISON OF AUTHORIZED AND ACTUAL  
OFFICER POSITIONS WITHIN THE SIGNAL SECURITY AGENCY

<u>BRANCH OR DIVISION</u>	<u>AUTHORIZED</u> <u>(22 Dec 44)</u>	<u>ACTUAL</u> <u>(5 Feb 45)</u>
Office of the C. O.	4	5
Control Office	3	4
Administrative Office, AHS	24	23
Hq, 2d Sig Sv Bn	16	17
Chief, Personnel & Training Div	2	3
Personnel Branch	25	37
Training Branch	21	20
Chief, Operating Services Div	1	1
Communications Branch	39	34
Laboratory Branch	7	7
Machine Branch	70	49
Supply Branch	12	12
Chief, Security Division	2	2
Protective Security Branch	15	18*
Cryptographic Branch	117	91
Development Branch	42	40
Chief, Intelligence Division	5	5
Language Branch	86	72
Military Cryptanalytic Branch	83	65
General Cryptanalytic Branch	53	47
T/A & Control Branch	69	55
I & L Branch	16	13
Reserve Pool (not allocated)	14	1
 	<hr/>	<hr/>
TOTAL	726	621
2d Signal Service Battalion (excluding Hq at AHS, including all field stations)	125*	103
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GRAND TOTAL	851	724

\*2 officers, N.E.I.D., authorized Protective Security Branch from allotment of 2d Sig Sv Bn "Field, Outside Continental U.S."

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~~CONFIDENTIAL~~CHANGES IN THE OFFICER PERSONNEL ALLOTMENT OF 22 DECEMBER 1944

The following units have requested, or are about to request, increases in their officer personnel allotments for the reasons indicated:

a. Office of the Commanding Officer

Will request an increase of one (1) officer to perform a new administrative function which has been created.

b. Chief, Personnel and Training Division

Has requested an increase of one (1) officer to perform the duties of the Awards Officer, a new position recently created.

c. Personnel Branch

Has requested an increase of sixteen (16) officers for duty as field recruiters. By direction of the Commanding Officer, the number of officers on recruiting duty was increased by sixteen (16) over the number contemplated originally.

d. Communications Branch

Has requested an increase of two (2) officers for duty as Radio Engineers. Since it has been impossible to recruit qualified civilians for these jobs, the Communications Branch has had to increase its requirements for officer personnel.

e. Development Branch

Has requested an increase of forty nine (49) officers to meet increased workload. Civilian technicians are not available, therefore, it necessitates an increase in officer requirements.

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