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ARMY SECURITY AGENCY
WASHINGTON 25, D. C.

CSGAS-80

17 June 1948

MEMORANDUM FOR: Operational Survey Board

SUBJECT: Recommendations of the Operational Survey Committee, Security Division

1. The Operational Survey Board was established for the purpose of conducting a technical survey of the operations and activities at Army Security Agency. It was agreed at the first meeting of the Board that each Division would first make its own survey, as a result of which it would take steps to correct any of the difficulties which were internal in character and then bring to the attention of the Board those which cannot be internally corrected. These latter problems presented by the separate Divisions would then be studied by the Board with a view towards seeking means of improvement.

2. An Operational Survey Committee was appointed within Security Division to survey the individual branches and to make any recommendations resulting from the survey which would indicate directions in which increased efficiency could be obtained. The findings of that Committee are presented herewith for consideration by the Operational Survey Board, and are presented under two separate headings: those recommendations which relate to problems that are internal and those which relate to matters beyond the control of Security Division.

3. In discussing the recommendations made regarding problems within Security Division, indication will be given of the steps already taken or contemplated to improve the situation.

a. Reorganization of Technical Staff. The organization of CSGAS-81, both from a standpoint of division into sections as well as personnel strength, has not been entirely satisfactory. In some measure, the organization had been built around the existing personnel at a time when increases in strength could not be considered. During the past two years the responsibilities of the Branch and its workload have expanded considerably without any increase in personnel. For example, developments along electronic lines require the inclusion of corresponding responsibilities in the engineering phases of AS-81's functions. These problems have been appreciated for some time and a proposed reorganization had been submitted to AS-80 about the time the Operational Survey Board was established. The suggested reorganization has since been approved by AS-20 and will be implemented as soon as the present ceiling on personnel strength is lifted.

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b. Coordination between Branches. Several of the branch chiefs expressed the opinion that a need existed for more thorough coordination among the branches of Security Division. This need arose from the necessity to clarify portions of the Agency SOP dealing with the detailed functions and responsibilities for each of the branches of Security Division in those cases when more than one branch was concerned. This matter will be resolved as follows: In coordination with the branch chiefs, the Office of the Chief, Security Division will review and prepare a proposed revision of the Army Security Agency SOP in so far as it concerns Security Division, and further, the Division Chief will clarify the individual duties and responsibilities among the several branches in those cases where projects are of mutual interest. On those planning projects assigned to AS-81 which require action by other branches, an improved procedure has been adopted which should clarify the situation. AS-81, in coordination with the other branches, will prepare a written plan for accomplishment of each project. This plan will specify the actions to be accomplished by each branch, and will be disseminated by AS-80 as a guide to each branch with regard to its duties and responsibilities on the project.

c. Administration. It has been recommended that Security Division conduct an internal administrative survey in an attempt to improve the efficiency of mail handling, correspondence and filing and to determine the relative merits of such items as a central correspondence unit versus separate branch correspondence units and central files versus individual branch files. This matter is being considered by the Office of the Chief, Security Division. A detailed re-examination of these matters will be conducted by the Executive of Security Division.

d. Ciphony-Cifax. At the present time the Ciphony-Cifax Unit of AS-83 requires that the analysts employed in this Unit be engineers. It is felt that it is unnecessary to have an engineer in order to evaluate, from a cryptosecurity standpoint, ciphony-cifax mechanisms. Arrangements are being made to have the engineering considerations of such equipments determined by the engineers of AS-81 and to embrace in the position descriptions of the Ciphony-Cifax Unit, AS-83, only the cryptosecurity considerations.

4. Before elaborating on the recommendations dealing with matters beyond the control of Security Division, a brief statement of explanation seems advisable. In the instructions to the Committee by the Chief of the Division, members were asked to investigate all possible means of improving performance and to make recommendations independently of considerations of feasibility. In other words, assuming complete freedom of action, what changes should be made within or outside of the Army Security Agency to provide optimum results from a national standpoint. This basis has also been adopted by Security Division in its recommendations. Therefore, even though certain of these recommendations are difficult of

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achievement, they are considered by Security Division to be of value, and it is recommended that they be established as goals to be striven for in long-range planning.

a. Integration. It is considered that communications intelligence and security could most efficiently be vested in a single agency for the Department of National Defense. This subject has been treated independently and in considerable detail in a study submitted by AS-81 along with a proposed means of achieving such a common-service organization. This study is inclosed as Tab A.

b. Relationship of Division with ASA Staff. It is generally agreed by many of the key personnel in Security Division that there still exists a need for clarification, and possible redefinition, of Staff's functions and position in the Agency. Although various discussions have indicated that the theoretical responsibilities of Staff are generally appreciated and agreed to, frequent occasions arise when interpretation of the SOP by Staff officers does not agree with the interpretation that would be given by the Division Chiefs. Occasionally these differences of interpretation result in operational action being carried out by Staff contrary to the recommendations of operating personnel or, at any rate, without complete information and concurrence of the responsible personnel within the Division. Two proposed solutions are recommended in Tab B.

c. Publicity. It is the feeling of Security Division that the Army Security Agency is hampered in the efficiency of its operations because of the fact that other organizations within the Army and within the other military services are not completely aware of the functions and responsibilities of the Army Security Agency. It is considered particularly important that this Agency's functions and responsibilities in the field of communications security be brought to the attention of the various Army commands and organizations, since Security Division's responsibilities are based primarily on the fact that it is a service in the communications security field, and its decisions have such a far-reaching, Army-wide effect. It is recommended that the publication of an Army regulation setting forth the duties and responsibilities of this Agency be expedited. It is further recommended that the Army Security Agency consider the establishment of a Public Relations Section to publicize, not only within the military services, but also within federal nonmilitary agencies, the existence, functions and responsibilities of the Army Security Agency, emphasizing particularly how the Army Security Agency may aid in the solution of communications security problems. It is further recommended that the Army Security Agency increase the liaison by Agency technicians with other military and nonmilitary agencies and with commercial organizations so that the research and development program of this Agency may be guided by the trends of research and development in military and nonmilitary communications and allied fields.

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d. Reserve Components. It is recommended that this Agency initiate a program for effecting closer personal contact and better relationships with members of the AS Reserve and ex-members of the Agency, both military and civilian, and that current files be kept on these personnel to assist in augmenting this Agency in the event of an emergency. It is recommended further that consideration be given to adoption of a procedure which will result in keeping all AS Reserve officers in a cryptographically cleared status. Upon recall to active duty this would permit the immediate assignment of such officers to positions in the Army Security Agency without the necessity of long delays while awaiting cryptographic clearances.

e. Budget. It is recommended that an effort be made to remove or alleviate the restrictions placed on the Army Security Agency by uncertainties in personnel and materiel budgets, manpower allocations and critical grade assignments. It seems inconsistent to have little relationship exist between the amount of money obtained for the payment of salaries of personnel in the Agency and the total number of personnel permitted this Agency by the War Manpower Board. Further, it is felt that the critical grade limitation on this Agency has resulted in the loss of many excellent technicians, with resultant loss in over-all efficiency, and it is urged that all effort be made to remove this limitation.

f. Supply. The long delays in procurement of crypto-end items, spare parts and various materials for the operation of Security Division have caused some reduction in the Division's operational efficiency. Comments, and recommendations with regard to improvement of this situation, are being withheld at present since a revised procedure for procurement of equipment for ASA (P&D Memo No. 41-20-2, OCSigO, 17 May 48) has been recently introduced. It is hoped that the adopted procedures will improve the supply situation. It is recommended, however, that an effort be made to improve the procedures for obtaining adequate office equipment and items of office supplies and the procedures for obtaining prompt repair or replacement of worn equipment.

g. Security Monitoring. The planning of security monitoring missions and the utilization of security monitoring facilities by Security Division is hampered by the uncertain status of operator availability and lack of adequate equipment for monitoring radio teletype circuits. It is recommended that a percentage of the radio operators (MOS 799) graduated from each class at Vint Hill Farms School be allocated to security monitoring assignments. It is further recommended that the Army Security Agency initiate a project to develop a standard radio teletype receiving unit for use by field organizations operating under a T/O & E.

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h. Maintenance. It is recommended by Security Division that the other operational divisions who initiate projects which involve local installation of teletypewriter equipment consider in their planning for this teletypewriter equipment the responsibilities of CSGAS-85 for the maintenance of this equipment and the supply of spare parts therefor. It is recommended that CSGAS-85 be advised of such projects while they are still in the planning phase so that the necessary maintenance and spare parts may be procured. Security Division intends to submit to Staff, Army Security Agency a proposed memorandum on this subject with a request that it be published for the information of all concerned.

i. Correspondence. It is felt by Security Division that unnecessary, and in some cases serious delay, has occurred in correspondence forwarded to Staff, ASA in draft form, where Staff's sole responsibility is to review the correspondence and forward it in final form. Specific examples can be quoted if desired.

j. Transportation. Maintenance Branch requires frequent usage of a truck in handling of large quantities of crypto-equipment and supplies. During the past few months, this transportation has been required nearly every day. In only a few instances has this transportation been available from the motor pool, and movement of equipment has been accomplished only by prevailing upon either the Post Engineers or Supply Branch to permit AS-85 to utilize their trucks during idle periods. Further, in virtually all cases where local emergency maintenance calls have been answered, the AS-85 personnel have been required to utilize their own vehicles, because the motor pool has reported "no transportation available." It is believed that a lack of motor pool drivers is largely the cause of this lack of official transportation.

k. Morale. As a general comment, it is felt by Security Division that there are a number of petty annoyances which have their effect on the morale and efficiency of the Division personnel. It is not understood why an agency the size of the Army Security Agency cannot have cleaner offices, clean windows and Venetian blinds, adequate window screening, better control of the heating of the building, an adequate number of locking file cabinets for classified material, paper bags for disposal of classified waste paper, etc.

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1. Tab A
2. Tab B

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