

SECRETCONFIDENTIALRESTRICTEDTODATE 12 Dec 1944FROMCommanding OfficerAssistant Commandant Dir of Comm Research *Mr. Roads.*Control OAdministrative OAdjutantIntelligence OProvost Marshal2nd Sig Serv BnChief, Pers & Trng Div Chief, Pers BrChief, Trng BrChief, Oper Serv DivChief, Communications BrChief, Laboratory BrChief, Machine BrProperty & Supply OPurchasing & Contracting OFiscal & Certifying OOIC, Mail SectionChief, Security DivChief, Protective Sec BrChief, Cryptographic BrChief, Development BrChief, Intelligence Div.Chief, Language BrChief, Mil Cryptanalytic BrChief, Gen Cryptanalytic BrChief, T/A and Control BrChief, I & L Br

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As discussedAs requestedComments and returnInformation and fileInformation and forwardingInformation and returnRecommendationSee note on reverseSignature if approvedYour action

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Office of the Chief Signal Officer      Action 1

SPSMP-- 5

Chief, Army Communications Service

War Department Manpower Board Surveys

Personnel &amp; Training Service

3E 339

72516

1. Reference is made to Transmittal Sheet, subject as above, 25 November 1944.
2. Information was obtained that the WDMB plans to begin its survey in the Office of the Chief Signal Officer shortly after 10 December 1944.
3. The procedures to be followed are as follows: One key officer will be selected from each of the operating services, plus a representative from the Control Division and Personnel Control & Authorization Section, Personnel & Training Service. These officers will receive one day's indoctrination training from the WDMB in the application of the WDMB's inventory forms of personnel and work load. Similar indoctrination conferences will then be conducted by these key officers in each operating service (the Personnel Control & Authorization Section representative will conduct the conferences for the Office Service Division and staff divisions) at which the procedures to be followed in filling out the inventory forms will be explained to all supervisory personnel, both military and civilian, in the Office of the Chief Signal Officer. Each supervisor, down to the sub-section level, will be required to prepare an inventory form. Copies of the forms will be distributed as soon as available. The eight sections of the form (to be filled out by each supervisor) are listed in Inclosure 1.
4. These forms will be consolidated at each echelon of an organization up to and including the operating service and staff division level. After each chief of service and director of staff division has reviewed and approved the forms prepared under his jurisdiction, all forms prepared in the Office of the Chief Signal Officer will be forwarded to the WDMB for analysis. The WDMB will then at some later date forward its comments or any recommended personnel adjustments to the Chief Signal Officer who will be given an opportunity to make a rebuttal on the WDMB's comments. The entire report for the Office of the Chief Signal Officer, together with all comments, is then forwarded to the Chief of Staff for decision.
5. The cut-off date for the inventory of personnel will be 30 November 1944. All personnel in each operating service and staff division, except civilian personnel on terminal leave or extended leave without pay, must be accounted for.

- 1 -

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C O P Y

6. The War Department Signal Center and Signal Security Agency elements located within the MDW will also be surveyed by the WDMB. It is expected that approximately 8 or 10 key persons of Signal Security Agency and one (1) or two (2) from the War Department Signal Center will be included in the conference of OCSigO representatives with the WDMB.

For the Chief, Personnel and Training Service:

/s/  
DUNCAN HODGES,  
Colonel, Signal Corps  
Assistant Chief, Personnel & Training Service  
SPSTS 1 Dec 1944 Ext 71263

1 Incl.  
List of Sections in WDMB Inventory Form.

C O P Y

SPSAC

Action 2

6 Dec 1944

To: Communications Engineering Branch  
Traffic Operations Branch  
Signal Security Agency

1. Action 1 above is forwarded for information and guidance in preparing for the WDMB survey.
2. Further details and information, including any necessary action required, will be forwarded as soon as received by this office.

By order of the Chief, Army Communications Service:

/s/  
C. L. Ellis,  
Major, Signal Corps  
Act. Exec., Army Communications Service  
Ext 4817

1 Incl.  
n/c

C O P Y

OUTLINE OF  
INVENTORY OF  
PERSONNEL AND WORK LOAD  
MDW, DEPARTMENTAL AND FIELD ELEMENTS

1. Describe the mission and responsibilities of your organization and state the order or directives (number and date) authorizing the functions it performs.
2. List (and describe) units of work which can be used to measure the productivity of your organization.
3. Show below the actual production of work units and the total personnel of your organization by months during 1944 and estimate of requirements for the next quarter.
4. Explain fully any estimated increase in work or personnel requirements for the next quarter.
5. List organizations within your service, but located outside the Military District of Washington, now performing decentralized headquarters functions related to those performed by your organization.
6. List types of work performed by your organization, showing personnel assigned by job classification as of the end of latest month and personnel required on the basis of a satisfactory and attainable ("standard") output per person.
7. List changes made by your organization during 1944 to conserve manpower or to increase its productive output (date change made and number of persons saved).
8. List further changes now pending or recommended by your organization to conserve manpower or to increase its productive output (estimated personnel saving and scheduled date of completion).

Instructions for the Preparation of  
"Inventory of PERSONNEL and WORK LOAD," WDMB Form 41  
 M.D.W. Departmental and Field Elements

15 November 1944

Purpose of WDMB Form 41. In memorandum dated 21 May 1944, the Deputy Chief of Staff directed the War Department Manpower Board to survey and appraise the personnel requirements of the Army Ground Forces, the Army Air Forces, and the Army Service Forces elements located within the Military District of Washington.

WDMB Form 41, "Inventory of PERSONNEL and WORK LOAD", has been designed for the collection of information essential to this appraisal. Forms 41 will be distributed by the major Forces to all organizational elements with specific instructions as to the date these forms are to be completed.

Form to be Prepared by Each Organizational Unit. Four (4) copies of WDMB Form 41 will be prepared by each Unit, Section, Branch, and Division. In instances where the Unit is subdivided into lower echelons, separate WDMB Form 41 will be prepared by each Sub-Unit, Group, or Sub-Group.

Alternating shifts of an organization may be reported on separate Forms 41 or may be combined on a single form. In either event, the personnel requirements of each shift will be appraised separately in Paragraph 6.

A separate WDMB Form 41 will be prepared to cover any administrative or executive personnel of the Section, Branch, or Division office which do not appear on the forms prepared by the lower echelons.

When completed, the survey will consist of WDMB Forms 41 covering every part of the organization structure, including:

1. Each Unit, Sub-Unit, Group, or Sub-Group.
2. Each Section, Branch, or Division office.
3. Consolidated WDMB Form 41 for each Section, Branch, or Division as a whole.

Forms prepared by the Units within a Section will be attached to the form prepared for the Section as a whole.

Similarly, all Unit and Section forms will be attached to the form prepared for the Branch as a whole, and all Unit, Section, and Branch forms will be similarly attached to the form prepared for the Division as a whole.

On the first line "Force", state whether AGF, AAF, or ASF, and on line "Staff or Service", insert the name of your Staff Group or Technical Service such as "Adjutant General", "Quartermaster", etc.

Division, Branch, Section, and Unit names are to be in accordance with existing organization titles and in accordance with those shown on authorized organization charts. Names of Sub-Units, Groups, or Sub-Groups, or alternating shifts of the Unit, Sub-Unit, etc. should be entered on the same line as "Unit".

No entries are to be made in the box in the upper right-hand corner of WDMB Form 41.

Paragraph 1. Endeavor to define the basic mission and responsibilities of your organization in terms of definite functions actually performed, defining the area of responsibility to avoid confusion with the actual work and responsibility of other organizations.

War Department Order or Directive authorizing these functions should be quoted by number and date.

No entries are to be made in the box following the blank lines of Paragraph 1.

Paragraph 2. "Units of Work" should be listed in Paragraph 2 in order of their importance, i.e. Work Unit "A" to be the most important work handled by your organization on the basis of number of persons utilized; Work Unit "B" second in importance in personnel utilized, etc.

A "Unit of Work" is an item, document, or work element which can be used to measure the work performed or accomplished by your organization, viz:

In a Message Center it is the incoming and outgoing messages handled; in a Mail Room it is the incoming and outgoing pieces of mail sorted and distributed; in a Filing Unit it is the pieces of correspondence or material filed or removed from the files; in a Typing Unit it is the pages or forms typed; in a Personnel Unit it may be the persons processed or the personnel administered; in an Inspection or Investigating Unit it may be the investigations or surveys made or processed; in a Coordinating or Expediting Unit it may be the status or other reports analyzed or processed; in a Supply Unit it may be the items analyzed for status, for requirements, for procurement, etc. or the projects, purchase requests, or requisitions processed or issued, etc.

Other Units of Work may include such items as Tables of Organization prepared, Special Orders issued, units activated or de-activated, etc.

Where the organization does more than one type of work, each type should be shown. WDMB Form 41 provides space for four types of Work Units ("A", "B", "C", and "D"). If more than four types of work are performed, additional Units may be shown by inter-lining in this space or by attaching an additional sheet showing Units of Work performed and personnel utilized.

Work Units of the Section, Branch, or Division should be chosen which can be used to measure the productivity of the Section, Branch, or Division as a whole and need not agree with the detailed Work Units used in measuring the productivity of lower echelons.

If the same personnel are utilized for more than one type of Work Unit, information requested in Paragraph 2 can be shown in fractions, or half-persons, or by bracketing Work Units handled by the same personnel.

In those instances where the work performed can be measured by more than one type of Work Unit, such as "Requisitions Processed" or "Line-Items Processed", both Work Units may be shown and bracketed to indicate that personnel utilized for this work may be measured by either Unit of Work.

"Supervisory and Other Personnel not measurable by the above Units of Work" should include all persons not utilized for the specific Units of Work shown in Paragraph 2.

"Total Personnel" should agree with the "Total Personnel Strength" as of the latest month shown in Paragraph 3 and should also agree with the "Personnel Strength (end of latest month)" shown in Paragraph 6.

No entries are to be made in the five blank columns of Paragraph 2.

Paragraph 3. Show in this space, by months during the year 1944, the number of Work Units produced or processed and the personnel used each month to handle this Work Load.

If information is not available for previous months, estimate production and/or strength during these months and mark "est" (estimated). If a reasonably accurate estimate cannot be made, insert words "no record".

"Estimated Average Requirements per Month for Next Quarter" should be based upon the best information available as to the number of Work Units your organization will be required to produce or process.

Paragraph 4. If your estimated requirements for the next quarter contemplate an increase in Work Load or personnel beyond that of the latest calendar month reported in Paragraph 3, this increase should be explained fully in Paragraph 4, giving specific evidence of change in Work Load or in operating mission.

Special explanation should be made if your estimated personnel requirements contemplate an increase out of proportion to your estimated Work Load.

If your organization has accumulated a backlog of work which will require additional personnel for the ensuing quarter, this situation should be explained in Paragraph 4, supported by backlog figures for previous months of 1944.

Paragraph 5. Use this space to list organizations outside the Military District of Washington which are now performing decentralized Headquarters functions related to those performed by your organization.

The correct organization name and location(s) and the personnel strength of these organizations as of the end of the latest month should be shown in Paragraph 5 but will not be included in personnel totals shown in Paragraph 2, 3, or 6.

If these decentralized operations add to the overall personnel requirements, recommendations for conserving personnel may be shown in Paragraph 8 or may be covered by a separate memorandum.

Paragraph 6. Use this space to calculate personnel requirements of your organization with relation to personnel strength at the end of the latest month and on the basis of the average Work Load handled.

The columns of Paragraph 6 are to be used as follows:

1. "Unit of Work" should be the Work Units "A", "B", "C", or "D" described in Paragraph 2.
2. "Work Performed or Job Description" should be a brief, but comprehensive, description of work performed in completing each of the Units of Work shown in Paragraph 2.

For instance, if items shown as Unit of Work "A" in Paragraph 2 are received, sorted, registered, analyzed, abstracted, etc. by progressive groups of personnel within your organization, each of these successive jobs should be listed and analyzed as to personnel requirements.

List supervisory personnel (Chief and assistants) first, inserting names of all such supervisory personnel (whether military or civilian). Other military and civilian personnel are to be shown opposite the job or work they perform.

If a Supervisor has direct operating or technical duties, his supervisory title can be combined with the description of the job which he performs as, for instance, "Supervisor-Requirements Analyst".

List all other jobs or work performed as they actually exist within your organization. Preferably, the job performed should be listed in the order in which work flows through your organization.

Work performed in completing Work Unit "A" should be grouped together, followed by work performed in completing Work Unit "B", Work Unit "C", etc.

3. "Personnel strength end of latest month" should account for your entire operating personnel (military and civilian) as



of that date.

This strength will include both full-time and part-time civilian personnel but will not include employees on terminal leave or on extended leave without pay.

Military personnel on temporary duty or detached service should be included and identified as "T.D." or "D.S."

Division Chiefs will reconcile the total personnel strength reported for their Division as a whole with official strength reports (WDMB Form 114), reporting and explaining any differences when forwarding WDMB Forms 41.

4. The "Standard Daily Output per Person" should be the Supervisor's own opinion of a satisfactory, attainable output per person on the basis of good operating procedures and using properly trained and supervised personnel.
5. The "Average Work Load Handled Daily" should agree with that reported in Paragraph 3 for the latest calendar month (divided by the number of working days within that month).
6. "Personnel Required" is obtained by dividing the "Standard Daily Output per Person" into the "Average Work Load Handled Daily". The "Personnel Required" should be shown by categories (Officers, E.M., E.W., and Civilians).

If the work performed is technical or tactical, requiring the use of military personnel, these personnel requirements should be shown in the upper half of spaces provided for military personnel. If military personnel used for these functions are replaceable by civilians these personnel requirements should be shown in the lower half of spaces provided for military personnel.

7. The difference between "Personnel strength end of latest month" and "Personnel Required" will give the "Present Excess Personnel" in that specific work or job. If your average Work Load exceeds the capacity of your present organization during normal working hours, this last column will show a deficit in personnel, in which case figures should be entered in parentheses ( ).

Additional sheets (WDMB Form 41A), similar to Paragraph 6, may be used when all work cannot be listed on a single page.

Paragraph 6 of the consolidated Section, Branch, or Division WDMB Form 41 will be used to summarize the personnel totals appearing on the forms of the lower echelons. This will be accomplished by listing (in the Column, "Work Performed or Job Description") the names of subordinate units and entering each unit's "Personnel Strength (end of latest month)", "Personnel Required", and "Present Excess (or Deficit)

Personnel". The grand totals for the Section, Branch, or Division will then be shown on the bottom line of Paragraph 6.

Paragraph 7. List all changes made during 1944 which conserved manpower even though the saving was one person's time, or less. Also include changes which increased the productivity of your organization and prevented the employment of additional personnel to handle an increased Work Load. Increase of personnel prevented by these changes are to be marked with an asterisk (\*).

Paragraph 8. Enter in this space further recommendations or pending projects for conserving manpower not listed in Paragraph 7. Also show in this paragraph your exact recommendations or plans for eliminating the excess personnel disclosed in Paragraph 6 of this survey form.

Should the decentralized Headquarters functions handled by organizations located outside the Military District of Washington add to the overall personnel requirements, recommendations or plans for conserving this personnel may be shown in Paragraph 8.

Paragraph 7 and Paragraph 8 of the consolidated Section, Branch, and Division forms will be used only in reporting changes which have not been shown on forms of the lower echelons.

Distribution of completed "Inventory of PERSONNEL and WORK LOAD,"  
WDMB Form 41.

1. Original and one copy - to Section X, War Department Manpower Board, Office of the Chief of Staff, Room 5A-684, Pentagon Building, Washington, D.C. .
2. One copy - to C/G of Forces concerned.
3. One copy - retained by the Unit or Organization surveyed.

For information call - Lt Col K. S. Hand - Room 5A-684 - Extension 73963