TO

As discussed

As requested

Comments and return

Information and file

Information and forwarding

Recommendation

See note on reverse

Signature if approved

Your action

SIS-SC Form No. 96 (Rev)
23 August 1944
Col. Johnston,

Here is one of the studies made on what started out to be work simplification, etc. The members of the working group are the Operating Service Branch Chief, COI, COI Chief, King and myself, with King as a sort of secretary.

Mr.
As discussed
As requested
Comments and return
Information and file
Information and forwarding
Information and return
Recommendation
See note on reverse
Signature if approved
Your action

SECRET TO REF ID: A/0837
COMMANDING OFFICER
Assistant Commandant
Dir of Comm Research
Chief, Pers & Tng Div
Chief, Pers Br
Chief, Tng Br
O/C Officer Pers Sec
Chief, Oper Serv Div
Chief, Communications Br
Chief, Laboratory Br
Chief, Machine Br
Chief, Supply Br
O/C, SSA Mail Unit
Chief, Security Div
Chief, Protective Sec Br
Chief, Cryptographic Br
Chief, Development Br
Chief, Intelligence Div
Chief, Language Br
Chief, Mil Cryptanalytic Br
Chief, Gen Cryptanalytic Br
Chief, T/A and Control Br
Chief, I & L Br

SIS SC Form No. 96 (Rev)
16 Nov 44
Subject: Work Simplification, SPSID-4

1. The study of SPSID-4 resolved into the following three categories:
   a. Personnel
   b. Equipment
   c. Space

2. Personnel
   a. SPSID-4 works on a two-shift basis; a three-shift basis would increase output 50%. The question of elimination of any personnel was discussed and it was found that the organization of SPSID-4, based on the existing Table of Organization (8 November 1944), was such as to preclude the elimination of any personnel. (It is understood that four (4) of the present personnel have been declared available for overseas shipment.)

   b. This is essentially a repetitive operation and at the same time cannot be considered mass production because of the necessity for quality work. Any appreciable sacrifice in the quality of work done for additional quantity or at the expense of personnel would be reflected in jobs being done over, which would, in turn, raise the unit costs and add unnecessary man hours of work.

   c. All military personnel are now used, a shift to partial civilian utilization could be affected provided proper job descriptions were made and if enough time were allowed in on-the-job training. If job descriptions were written properly, a promotion system could be worked out based on experience.

   d. All work passes through the branch within a maximum of thirty-six (36) hours at present, and could be shortened if three shifts were utilized.

   e. All reproduction personnel are trained in all jobs.

3. Equipment
   a. The equipment utilized by SPSID-4 is situated in the best possible manner consistent with the floor load and the variety of work to be undertaken.

   b. The equipment serves the present and anticipated needs. All equipment is in sufficiently frequent use to indicate its necessity. Under certain conditions of work load, the output of the section could be limited by present equipment, specifically, the washing and drying equipment.
4. Space

a. Personnel and equipment employed make maximum use of available space. The arrangement is such that there is a continuous flow of work through the various stages.

5. From the above observations, it is determined that SPSID-4 is a well organized, efficiently operating section.

NOTES

1. Fire hazard, consisting of exposed wiring in the ceiling of the film developing room, was noted and corrected.

2. Newly established drying room for film was confronted with the problem of possible drainage of water from films drying. Suggested remedy was coating of floors with bakelite base coat. This was investigated and found to be practical.

3. Upon investigation of the photographic requisition form used by SPSID-4, it was determined that this form requires coordination and standardization. This has been accomplished (See Form SIS-SC 601, Rev. - 1 Jan 45)

4. The fact was determined that no record was found in the files establishing a procedure for photographic reproduction for the agency. A procedure is being written by SPSID-4 and will be published.

5. It was indicated that certain photographic processes are being accomplished in the Military Cryptanalytic Branch and Development Branch. The Control Office will coordinate these activities when studies are conducted of the indicated Branches.

6. If a counterweight attachment costing $250. could be obtained for one of the machines, it is believed a WAC could operate the machine, otherwise it requires enlisted men. The counterweight attachment is being investigated.

7. To properly complete a detailed study, an extended tour of "living" in the Branch for perhaps several weeks or a month might be necessary.

2 Incls.
Incl 1 - Draft of Procedures, W/E/Inc/Ls
Incl 2 - Revised-Jobs
Incl 3 - Charts
Control analysis

Subject: Better utilization of personnel, SPSID-4

1. The study of SPSID-4 developed the following three categories:
   a. Personnel
   b. Equipment
   c. Space

2. Personnel:
   a. The question of elimination of any personnel was discussed and it was found that the organization of SPSID-4, based on the existing personnel, was such as to preclude the elimination of any personnel. (It is understood that four of the present personnel are on shipment orders.)
   b. Task is entirely a repetitive operation, and at the same time cannot be considered mass production because of the necessity of quality work. Any sacrifice in the quality of work done for additional quantity would be reflected in jobs being done over, which would in turn raise the unit costs and add unnecessary manhours of work.

3. Equipment:
   a. The equipment utilized by SPSID-4 is situated in the best possible manner consistent with the floor loads, in particular, the floor and structural strength and integrity of the building. The equipment serves the immediate needs. There does not appear to be any excess of equipment, and all equipment is constantly in sufficient frequent use indicating its necessity. Under certain conditions of work loads, the next part of the section could be assisted by present equipment, specifically the varying and changing equipment.

4. Space:
   a. Personnel and equipment employed make use of maximum space, saving all lost motion, and is consistent with the work being accomplished. The arrangement is such that a continuous flow of work through the various stages of all operations is carried on.
5. From the above observations it is determined that SPSID-4 is a well-organized, uniformly operating section.

Notes

1. Fire hazard, consisting of exposed wiring in the ceiling of the film developing room, was noted and corrected.

2. Newly established drying room for film was confronted with the problem of possible drainage of water from films drying. Suggested remedy was coating of floors with bakelite base coat. This was investigated and found to be practical.

3. Upon investigation of the photographic requisition form used by SPSID-4, it was determined that this form is not standardised. It was found that existing stock was being used and when these stocks were exhausted submission of this form for reproduction to Forms Standardisation Unit, Control Office, will require a review of this form toward the end of revision and standardisation.

No record

4. The fact was determined that no procedure was found in the files of SPSID-4 concerning a procedure for photographic reproductions for the Agency. This procedure is being written by SPSID-4 and will be published.
"Editing done with small portable equipment which may be placed where space permits."
Editing done with small portable equipment which may be placed where space permits.