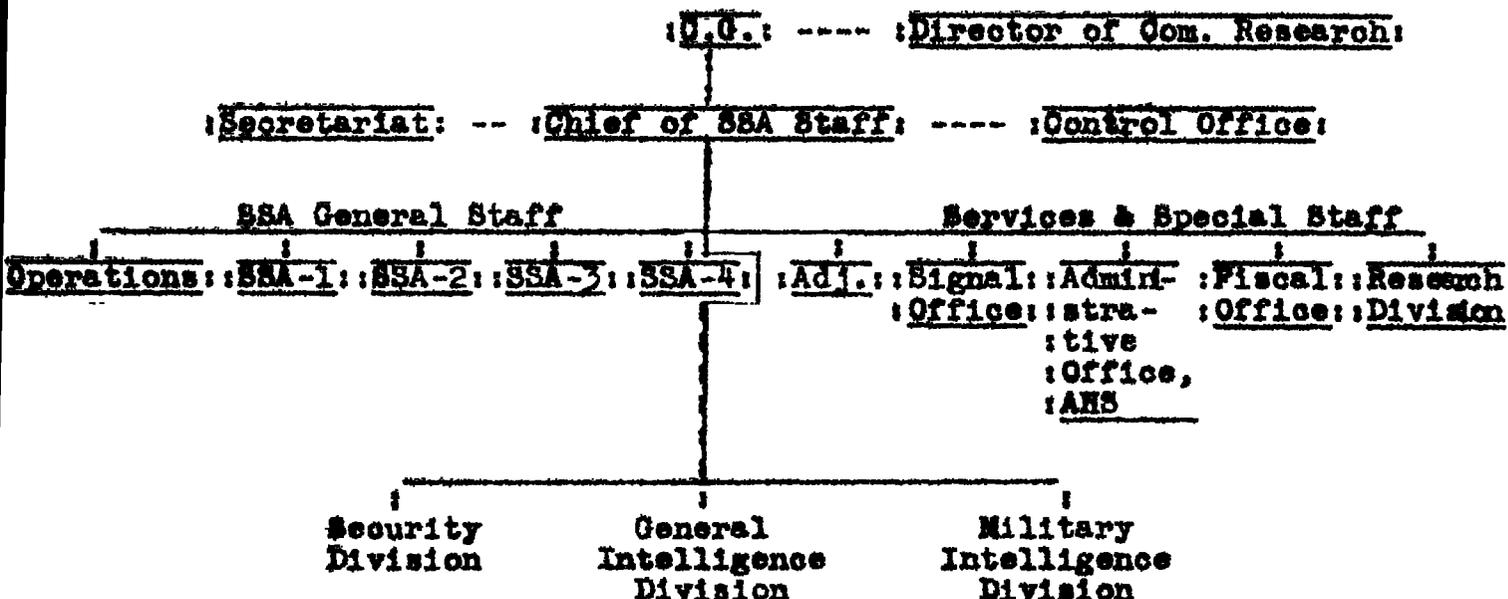


5. Keeping these three principles in mind, let us apply them to the Signal Security Agency and view the results.

6. A general chart of the Agency would look like this:



II. The Signal Security Agency General Staff.

7. The Commanding General.

a. Executive duties: The Commanding General is the executive through whom the Chief Signal Officer, the G-2 of the War Department, and the Commanding General, Military District of Washington, exercise their functions in their specific fields with relation to the signal security and signal intelligence missions of the Army, and the necessary housekeeping facilities therefor.

b. Advisory duties: The Commanding General is the immediate adviser of the Chief Signal Officer and G-2 of the War Department, and is charged by them with the planning, development, and execution of the Signal Security Agency program.

c. General: The Commanding General exercises general supervision over the Signal Security Agency in Washington and its intercept stations both at home and abroad.

8. Chief of Staff.

a. General: The Chief of Staff assists the Commanding General by taking action on all matters generally delegated to him by the Commanding General, and by exercising supervision over the various Signal Security Agency Staff officers, the officers in charge of the Special Services, the subordinate divisions, and the intercept stations at home and abroad. The Chief of Staff acts for the Commanding General in his absence.

b. Budgetary matters: The Chief of Staff is charged with the establishment of policies and the supervision and approval of budgetary matters, and the correspondence and reports relating thereto.

c. Organization and administrative procedures: The Chief of Staff determines all questions of organization and administrative procedure for the Signal Security Agency.

9. Secretariat, Signal Security Agency Staff:

a. General: The Secretariat, consisting of the Secretary, Signal Security Agency Staff and such assistant secretaries as may be necessary, is charged with the general administration of the office of the Commanding General and Chief of Staff.

b. Functions:

- (1) Processing of papers requiring action or concurrence of the Chief Signal Officer, Army Communications Service, War Department General Staff, Commanding General, Chief of Staff, and the several Signal Security Agency Staff offices.
- (2) Maintenance of an office of temporary record and the recording, authentication, and distribution of the decisions of the Commanding General and Chief of Staff.

- (3) Collection of statistical information required by the Commanding General and Chief of Staff
- (4) Such other secretarial duties as the Commanding General and the Chief of Staff may direct.

10. The Signal Security Agency Staff.

a. The Signal Security Agency Staff under the direction of the Commanding General, plans and coordinates the development of the Signal Security Agency, and assists the Commanding General in the direction of Signal Security Agency operations at home and abroad. It is especially charged with providing such broad basic plans and policies as will enable the Division Chiefs and Commanding Officers of intercept stations in the field to prepare and execute detailed programs. The Signal Security Agency Staff supervises the execution of these detailed programs. In so doing, it does not engage in administrative duties or in operations for the performance of which an agency exists.

11. Staff procedures.

a. General: The several offices of the Signal Security Agency Staff and the subdivisions thereof are authorized and expected to communicate directly and expeditiously with each other, and with the subordinate commands and appropriate branches thereof, concerning matters over which they severally have supervision.

b. Issuance of instructions and directives: The Chief of Staff, the Secretariat, and the Assistant Chiefs of

Signal Security Agency Staff are authorized, on matters under their supervision, to issue instructions in the name of the Commanding General.

c. Processing of memoranda to Chief of Staff:

- (1) The usual vehicle for recommending action to the Commanding General is a memorandum for the Commanding General.
- (2) Memoranda for the Commanding General which are prepared outside the Signal Security Agency Staff are not prepared for concurrence by the Assistant Chiefs of Signal Security Agency Staff, but are routed through the Signal Security Agency Staff office having primary interest. The Signal Security Agency Staff office having primary interest determines what concurrences are necessary.

d. Offices of the Signal Security Agency Staff maintain files of temporary record, which are transferred to the Signal Security Agency Adjutant when no longer current. All offices of the Signal Security Agency Staff are charged with the collection and transmission to the Signal Security Agency Adjutant, for the use of the Signal Security Agency Historical Section, all historical data. Records of no permanent value should be eliminated and destroyed by the office concerned and not sent to the Signal Security Agency Adjutant for permanent file.

12. Titles of the Signal Security Agency Staff offices:

a. The Signal Security Agency Staff includes the following offices, each office being under the immediate control of an Assistant Chief of Signal Security Agency Staff:

Name	Abbreviation Symbol
Personnel	SSA-1
Information Office	SSA-2
Organization and Training Office	SSA-3
Supply Office	SSA-4
Operations Office	OPO

b. The chiefs of the several offices of the Signal Security Agency Staff will be designated as Assistant Chiefs of Signal Security Agency Staff; the prescribed abbreviation will be AC of SSAS, followed by the prescribed abbreviation of the office.

13. Personnel Office.

a. The Personnel Office is charged, in general, with those duties of the Signal Security Agency Staff which relate to the personnel of the Signal Security Agency as individuals.

b. The Personnel Office is specifically charged with the determination of plans and policies concerning:

- (1) Procurement, promotion, transfer and assignment of all military personnel of the Signal Security Agency at home and abroad.
- (2) Recruitment, selection, job assignments, promotion and separation of all civilian personnel of the Signal Security Agency.
- (3) Replacements of personnel in accordance with priorities formulated by SSA-3.
- (4) Contact with all government agencies including Army, and with civilian universities, communications companies, and research laboratories, in conformity with SSA-2 liaison doctrine regarding available personnel suitable for Signal Security Agency use.
- (5) Religion, recreation, cafeteria, post exchange, transportation, leaves and furloughs, working hours, rewards and punishments of both military and civilian personnel, including necessary adjustments as between these two classes of personnel.
- (6) Orientation and indoctrination of all newly arrived personnel, military and civilian.

14. Information Office.

a. The Information Office is charged, in general, with those duties of the Signal Security Agency which relate to the collection, evaluation, and dissemination of Signal Security Agency information.

b. The Information Office is specifically charged with the direct supervision of the Signal Security Agency Document Section.

c. The Information Office is specifically charged with the preparation of plans and policies and the supervision of the following:

- (1) Collection of Signal Security Agency information at home and abroad.
- (2) Evaluation, interpretation, and dissemination of Signal Security Agency information.
- (3) Coordination of producing agencies.
- (4) Liaison with all necessary outside agencies, military, civilian, and foreign.
- (5) Integration of knowledge, as between Security, Intelligence, and Research Divisions.
- (6) Safeguarding Signal Security Agency information, to include public relations.

Add Historical Section
15. Organization and Training Office.

a. The Organization and Training Office is charged, in general, with those duties of the Signal Security Agency Staff which relate to mobilization, training, organization, and demobilization of the Signal Security Agency.

b. The Organization and Training Office is specifically charged with the following functions and with the supervision of activities thereunder:

- (1) Formulation of general and special policies governing mobilization and demobilization of the Signal Security Agency.

- (2) Responsibility for preparation, based on strategic or operational requirements, of intercept stations, traffic centers, or other sub-units of Signal Security Agency as may be necessary.
- (3) Allocation of personnel in bulk to the Operating Divisions, Service Sections, and subordinate external stations of the Signal Security Agency, based on the consideration of strategic or operational requirements and availability of equipment, personnel, and housing.
- (4) Preparation of directives establishing the number of SIS units and RI companies which must be available by stated dates for use in combat theaters.
- (5) Formulation of basic policies (adequate for use as directives) for Army Ground Forces, Army Air Forces, and Army Service Forces, relating to the following:
 - (a) Training standards.
 - (b) Tactical development.
 - (c) Training doctrine.
 - (d) Curriculum of the USMA, and all Service schools.
 - (e) Joint air-ground training.
 - (f) Civilian components and Signal Security Agency training in civilian institutions.
- (6) Formulation of basic policies governing the organization of Signal Security Agency, ground and air-field units.
- (7) Formulation of basic policies governing Tables of Organization and so much of Tables of Basic Allowances as relate to the allotment of major items of equipment to units and the distribution,
within units

- (8) Allocation in bulk among Division, Service Sections, and subordinate external stations of the Signal Security Agency of replacements and common major items of equipment.

16. *(9) Supervisor: historical studies (no. 1, 2 under 6-2)*
Supply Office.

a. The Supply Office is charged, in general, with those duties of the Signal Security Agency Staff which relate to the supply to Signal Security Agency units, both at home and abroad, and to other units of the Army, of items produced at or controlled by the Signal Security Agency, including cryptographic machines, devices, and documents.

b. The Supply Office is specifically charged with the following functions and with the supervision of activities thereunder:

- (1) Preparation of such broad basic supply plans as are required by mobilization, training, and strategic plans, and as will enable Signal Security Agency units at home and abroad to prepare detailed programs and plans for the accomplishment of their missions, and the adjustment of such basic plans to meet changing Signal Security Agency needs and procurement possibilities.
- (2) Assistance to the Operations Office in determining the broad priorities of supply among various units of Signal Security Agency both ^{at} home and abroad.
- (3) Formulation of basic policies governing so much of Tables of Basic Allowances as is not assigned by paragraph 14b(7) to the Organization and Training Office.
- (4) Collaboration with the Organization and Training Office in the preparation of bases for Signal Security Agency units.

c. The Supply Office is also charged with preparation of such broad policies and directives as may be necessary to coordinate among the various Signal Security Agency units the following matters:

- (1) Distribution, storage, and issuance of equipment.
- (2) Transportation by land, water, and air of personnel and supplies.
- (3) The types of supplies required by the Signal Security Agency.
- (4) Preparation of estimates of funds and priorities pertaining thereto.
- (5) Property responsibility and accountability.
- (6) Buildings and space allocation.

17. Operations Office.

a. The Operations Office is charged, in general, with those duties of the Signal Security Agency Staff which relate to formulation of plans and strategic direction of Signal Security Agency units at home and abroad. In time of peace, it is charged with the preparation and supervision of war and mobilization plans. It constitutes the command post for the strategic direction of Signal Security Agency units at home and abroad.

III. The Special Staff and Services.

18. In adapting Special Staff and Service functions for the Signal Security Agency, practices and organization common in United States Army usage have been drawn upon as far as possible.

19. Director of Communication Research:

a. Is technical adviser to the Commanding General in all cryptographic and cryptanalytic activities.

b. Exercises staff supervision over the technical operations of the Signal Security Agency, making recommendations to the Commanding General for improvement therein.

c. Exercises staff supervision over the Research and Development Division.

d. Exercises staff supervision over all cryptologic publications and distribution thereof.

20. Control Office:

a. Performs control analysis studies and makes recommendations concerning:

- (1) Effectiveness of execution of plans and directives.
- (2) Administrative functions, methods and procedures.
- (3) Methods and procedures for work simplification and personnel utilization.

III. The Special Staff and Services.

18. In adapting Special Staff and Service functions for the Signal Security Agency, practices and organization common in United States Army usage have been drawn upon as far as possible.

21. The Signal Security Agency Adjutant's Office.**a. General:**

(1) Under the direction of the Commanding General, the Adjutant is charged with the responsibility for performing for the Signal Security Agency such administrative functions of the nature indicated in paragraph b below as may be delegated to him.

b. The Adjutant is charged with the following responsibilities:

- (1) Recording, authenticating, and communicating to the various units and individuals of the Signal Security Agency all administrative orders, instructions, and regulations.
- (2) Receiving, recording, and conducting all correspondence concerning the Signal Security Agency.
- (3) Establishing general policies and standards of records administration to coordinate and improve administrative practices with respect to current records of the Signal Security Agency; issuing instructions for the preservation and disposition of all records of the Signal Security Agency wherever located in accordance with current instructions of the War Department.

- (4) Custody of all of the permanent noncurrent records of the Signal Security Agency, and such other permanent records as may be prescribed, and the coordination of all business pertaining thereto.
- (5) Administration and supervision of those Army Extension Courses peculiar to the Signal Security Agency.
- (6) Consolidating returns as to the strength and distribution of Signal Security Agency personnel.
- (7) Direction and supervision of the Mail Room, and courier and messenger service.
- (8) Operating functions of procurement, classification, assignment, promotion, transfer and separation of all military and civilian personnel of the Signal Security Agency.

22. The Signal Security Agency Signal Office.

a. The Signal Officer is a member of the staff of the Commanding General.

b. He is charged with the following specific duties:

- (1) Adviser to the Commanding General and his staff on signal matters including the location of intercept stations.
- (2) Supply of signal equipment and supplies in accordance with authorized supply procedure and channels.
- (3) Installation, maintenance, and operation of the signal communication system, including teletype and telephone systems.
- (4) Operation of the message center.
- (5) Operation of photographic services.

23. Administrative Officer, Arlington Hall Station.

a. The Administrative Officer is responsible to the Commanding General for the operation at Arlington Hall Station of all administrative and service functions coming under the jurisdiction of the Military District of Washington, and of all activities at Arlington Hall Station not specifically delegated elsewhere.

b. He is specifically charged with the following duties under approved Signal Security Agency Staff policies:

- (1) Maintenance of all records concerning Government properties, buildings, and leased lands.
- (2) Property administration except signal property.
- (3) Operation of post exchanges and cafeterias.
- (4) Operation of a Legal Assistance Office.
- (5) Operation of the Office of the Provost Marshal.
- (6) Operation of the Office of the Post Chaplain.
- (7) Operation of the Office of the Post Engineer.
- (8) Operation of the Office of the Post Surgeon.
- (9) Operation of the Office of Special Services.
- (10) Operation of the Office of Transportation.
- (11) Operation of the Post Motor Pool.
- (12) Operation of the custodial maintenance of buildings.

24. Fiscal Officer.

a. The Fiscal Officer is, in finance, the technical adviser of the Commanding General within whose jurisdiction he exercises such authority as the Commanding General may direct.

b. As a representative of the Finance Department, the Fiscal Officer supervises within his jurisdiction all matters pertaining thereto with particular reference to the following:

- (1) Public funds
- (2) Property auditing.

c. Operates budgetary matters under policies as directed by the Chief of SSA Staff. *14*

25. Research and Development Division.

a. This Division is charged with all research and development in the Signal Security Agency.

b. It is specifically charged with research and development of the following items:

- (1) New cryptanalytic methods of attack in all scientific fields: IBM, RAM, electronic, mechanical and hand methods.
- (2) New cryptographic, cifax, and ciphony devices.
- (3) Counter-intercept measures.
- (4) Non-Morse intercept equipment.
- (5) Automatic intercept equipment.
- (6) Secret inks and developers.

c. It is charged also with the following responsibilities:

- (1) Solution of all unsolved traffic.
- (2) Security attacks on our own cryptographic and communications systems.
- (3) Supervision and maintenance of cryptanalytic machinery.
- (4) Building and maintaining a working laboratory containing all known methods or devices peculiar to Signal Security Agency operations.
- (5) ~~Maintain~~ Maintaining contact with other government and commercial laboratories in accordance with policies laid down by ~~Signal Security~~ SSA-2.
- (6) Maintaining a technical library.

IV. The Operating Divisions.

25. General Considerations.

a. Operations have been divided into the Security Division and two Intelligence Divisions.

b. The Security Division has been left very much the same except that Research and Development of Equipment Branch and research into our own cryptographic and communications systems have been transferred to the Research and Development Division.

c. The Intelligence Division has been divided into two functional branches which take into consideration also the reorganization necessary on VJ Day. The Military Intelligence Division takes in all phases of that problem including the necessary part of Machine Branch and parts of Information and Liaison Branch. This Division will disappear after VJ Day. The General Intelligence Division takes in all phases of the diplomatic problem including parts of Machine Branch, B-IV, and B-I, and Information and Liaison Branch. The Control part of B-IV would be transferred to the Operations Office of SSA Staff.

d. Operating Services Division disappears--the various parts of which having been otherwise absorbed.

e. Personnel and Training Division also disappears. Its policy functions are incorporated in the Signal Security Agency Staff and administrative functions elsewhere.

Mark Hoops
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