

## Action 1

Commander of Troops, Arlington Hall Station

THRU: Chief, Intelligence Division

9 March 1945

Enlisted Grades, Language Branch

1. The problem of allocation of enlisted grades versus morale and due consideration for accomplishment continues to plague the Language Branch.

2. Under the present authorized Table of Organization, 20% of the enlisted personnel of the Branch must remain in the grade of Private or Private First Class indefinitely. An additional 33% may never advance above the grade of Technician Fifth Grade, leaving only 47% who may eventually achieve Sergeant's stripes. This in spite of the fact that all are selected men, chosen in view of their special qualifications and superior attainments, trained for and employed in one of the most technical and significant occupations in the Army.

3. The wide range of enlisted grades allocated to this Branch is utterly incompatible with the assignments which must in the nature of the job be given the men concerned. In actual practice, it is impossible to differentiate between translator functions and ability all the way from Master Sergeants to Privates. Any man who cannot within six months of entrance into operations merit at least a rating of Technician Fourth Grade is valueless to the Branch and should be made available for other assignments forthwith.

4. The present irreconcilable situation is further complicated by the following factors:

a. A considerable number of the men allotted to the Branch already occupy the higher grades, thus reducing the opportunities for advancement of other able personnel.

b. The opportunities for comparing the men from the standpoint of technical ability are limited by the fact that some of them are in various stages of training and others have not yet had the time to fully develop their potentialities. In order to be fair to the men of later classes, therefore, it is necessary to reserve places for them by holding back the promotions of men in operations who have already demonstrated their worth. The net result is that in many cases, it is impossible to promote on any consistent basis; that is, neither seniority nor capability.

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5. It has repeatedly been recommended, and this recommendation is not inconsistent with policies in effect in other similar situations in the military service, that there should be no final allocations in the grade of Private, Private First Class, or Technician Fifth Grade, in the Language Branch. It is true and proper that enlisted men should advance through these grades, but in every case where within a reasonable time a man can develop sufficient technical skill to hold down a translator's job, he should be promoted to not less than Technician Fourth Grade.

6. It is not difficult to imagine the state of morale within an organization such as the Language Branch where many enlisted men have to face the hard fact that no matter how much effort they put into their work nor how valuable their services may become, they can expect little or no recognition in the form of promotion and added compensation. This especially true when in actual practice these men are doing the same type of work, are accomplishing the same results, and insofar as "putting out" is concerned, shouldering the same responsibilities as commissioned officers.

7. At this very juncture, the Branch is confronted with the dilemma of deciding whether certain Privates First Class who have been in operations for a period of time should be recommended for promotion to Technician Fifth Grade, or whether certain other Privates First Class who made better scholastic records than they but who are only just now about to enter operations should be recommended for these promotions. If the former are promoted, some of the latter who may eventually demonstrate superior ability may have to be held back indefinitely. This sort of problem will repeat itself again and again in the months to come, each time in more aggravated form.

8. In view of the conditions described in the above paragraphs, it is again urgently recommended that measures be taken to bring about a logical solution to this situation. It is not only a matter of logic however; it is a matter of providing conditions under which better results will be obtained in the mission with which we are entrusted.

9. Specifically, it is recommended that the following Table of Organization be substituted for the one now in effect:

|                         |            |
|-------------------------|------------|
| Master Sergeants        | 10         |
| Technical Sergeants     | 30         |
| Technician Third Grade  | 90         |
| Technician Fourth Grade | 120        |
|                         | <u>250</u> |

10. It is further recommended that the minimum time in any grade be established at three months.

11. Naturally, it is not the intention of the Language Branch to fill up all the vacancies provided as rapidly as possible. Promotions will be recommended only as personnel eligible for these positions demonstrate their ability to occupy the positions for which the ratings are provided.

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Verner C. Aurell  
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