

SPSIS-3

26 December 1944.

## A Summary of Meeting 26 Dec 1944

1. In reviewing D Branch activities in the light of the prepared flow charts, not much was gained by a physical inspection of the Branch. A floor plan should be used to show the operations rather than the operations drawings presented.

2. Not much can be learned from the study to date to determine whether personnel and equipment are used to the maximum extent. To properly effect this phase, an extended tour of living in the Branch for perhaps several weeks or a month might be necessary. Should this be done, or are we to assume that the Branch Chief has made the proper dispositions to effect this phase, and study interbranch problems only?

3. In trying to establish a unit of measure, it was agreed that unless similar establishments could be rated, no comparisons could be made. Hence each procedure would have to be studied within itself to arrive at a yardstick.

4. Some definite conclusions of a general nature may be drawn from the study of D Branch:

a. Branch works on two-shift basis; a three-shift basis would increase output 50%.

b. All work passes through the Branch within a maximum of 36 hours at present, and could be shortened if three shifts were utilized.

c. All military personnel now used; a shift to partial civilian utilization could be effected 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.

4. All reproduction personnel are trained in all jobs.

5. Relationship and control over possible duplication of photographic reproductions elsewhere in Signal Security Agency is not clearly defined.

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6. Personnel number is not excessive. Admittedly some cut could be made but only at the expense of the quality of the work performed.

7. Equipment layout and utilization seem adequate and the best in the circumstances.

8. Waterproofing of floors is indicated.

9. If a counterweight attachment costing \$250. could be obtained for one of the machines, a WAC could operate it, otherwise it takes a man.

10. If a new photostatic equipment costing between \$5000 and \$10,000 were installed, the services of one operator could be dispensed with.

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