

SPSIS-1A

13 February 1945

MEMORANDUM for Commanding Officer, Signal Security Agency

SUBJECT: Control Analysis - Training Branch, SPSIS-4B

I. DISCUSSION.

1. The mission of the Training Branch as outlined in "Standard Operating Procedure - Organization" was being performed with the exception that Traffic Analysis and Cryptanalysis Training Section was discontinued.

2. The Table of Organization of Training Branch and actual strength as of 5 February 1945 is shown on Incl. 1.

3. A suggested reorganization of the branch is outlined in Incl. 2. It is believed this arrangement is desirable for the reasons given in Incl. 3.

4. The mission of the Training Branch is as follows:

a. Represents the Signal Security Agency in all contacts with outside agencies in training matters.

b. Exercises staff supervision over organization of curricula, procurement and distribution of instructional materials, training aids, and all training of military and civilian personnel for Signal Security Agency.

c. Establishes proper liaison and recommends adequate equipment and training instructions to enable field radio intelligence units to perform their missions.

d. Provides for training of such radio intelligence units as are under supervisory control of Army Service Forces when so directed by higher authority.

e. Maintains liaison with field units regarding Training.

f. Coordinates and provides staff supervision for technical and "in job" training activities of the Signal Security Agency and its subordinate stations.

g. Coordinates military training as directed by higher authority for military personnel assigned to the Signal Security Agency and Arlington Hall Station with the Training Officer of the Second Signal Service Battalion.

SPSIS-1A (13 February 1945)

h. Conducts extension courses in Cryptography and Cryptanalysis for the Army and for especially selected civilian personnel.

i. Directs the maintenance of a film library, including procurement and projection of training films, film strips, and film bulletins.

5. These functions fall into four general categories.

a. To represent Signal Security Agency in all contacts with outside agencies in training having to do with communications security, radio intelligence and radio counter measures. This includes the following:

- (1) Contacts are maintained with OCSigO for matters affecting Army Service Forces and with Army Air Forces and Army Ground Forces. In the exercise of these functions, Training Branch works directly with other branches at the Signal Security Agency. With the exception of the subject, "Radio Intercept and Direction-Finder Training," training material used is prepared by the operating branches, the training schedules and the coordination of the training being effected by Training Branch.
- (2) Where personnel in the Advanced Radio Courses School or in a Signal Corps unassigned status are involved, Training Branch performs the additional function of coordinating their placement on completion of training.
- (3) In the case of communications security training, Training Branch works with Cryptographic Branch and Protective Security Branch. On matters of radio counter measures training, Protective Security Branch is the branch with which coordination is maintained.
- (4) In the case of cryptanalysis and traffic analysis phases of radio intelligence training, staff supervision only is exercised by the Training Branch, with actual training controlled by the Intelligence Division.
- (5) In the intercept and direction-finder training phases, the Training Branch not only exercises staff supervision, but actually conducts the training.

SPSIS-1A (13 February 1945)

- (6) As an allied function, supervision of radio intelligence specialists training at Signal Corps schools is exercised by Training Branch, through Military Training Branch, OCSigO.
- (7) The Training Branch in the exercise of its function of contacting outside agencies on training matters, acts purely in a staff supervisory capacity. Officers sent to Army Service Forces, Army Air Forces, and Army Ground Forces schools are not assigned to Training Branch, but are specialists from the technical branches of Signal Security Agency, supervised by Training Branch.
- (8) In December 1944, "C" Branch, under the direction of the Training Branch, sent four officers to contact the communications schools of the Army Ground Forces. This was an experiment but proved so beneficial that plans are now under way for continuation and expansion of this program, on a basis where the Army Air Forces and the Army Ground Forces schools will be visited under a regular schedule. This will require 12 additional officers for "C" Branch, and the necessary additional officers in Training Branch to administer this function. It is believed advisable that officers of rank higher than 2nd Lieutenant be utilized for this training, to the end that the course of instruction as developed at Signal Security Agency be followed. A 2nd Lieutenant often does not feel he can insist, or in some instances actually cannot follow the procedure laid out at Signal Security Agency when changes are desired by an officer of higher rating at the school where the training course is given.
- (9) In the matter of the preparation of training manuals and material of value for training purposes, the supervision of which is a responsibility of Training Branch, the following will indicate how far this is from satisfactory:
- (a) Training Branch had in preparation a manual concerning Japanese Radio Operating Procedure intended for use in training radio intercept and direction-finder operators. During the preparation of the manual the form of its contents was coordinated from time to time with representatives of Traffic Analysis and Control Branch.

SPSIS-1A (13 February 1945)

- (b) On its completion it was formally sent to Traffic Analysis and Control Branch for comment, at which time Training Branch was informed that there was no need for the preparation of such a manual since one on the same subject had just been completed by Intelligence Division.
  - (c) The preparation of this manual by Training Branch involved the time of two officers and one civilian over a period of several months, and the manual as finally prepared consisted of approximately 30 or 40 pages.
- (10) In the case of radio countermeasures training, there is little coordination with Training Branch; rarely has Training Branch been consulted during the preparation of countermeasures training materials, and Protective Security Branch maintains contacts direct with outside agencies in many instances. This procedure has been justified on the grounds of security, but it is believed that this material is of no higher classification than cryptanalysis or traffic analysis.

b. To exercise staff supervision over all civilian and military training within Signal Security Agency, coordinating training of military personnel with Training Officer, Second Signal Service Battalion.

c. To maintain liaison with field units regarding training and technical operating problems, and further, to exercise staff supervision over training of such radio intelligence units as are under supervisory control of Army Service Forces.

d. To maintain and operate a film library.

6. The following comments are offered in connection with the control analysis study of Training Branch:

a. It is believed to be self-evident that the goal of standardizing communications training throughout the Army Service Forces, Army Air Forces and Army Ground Forces can be reached only with difficulty if there is not coordination at Signal Security Agency between Training Branch and the interested agencies.

b. The preparation of all booklets and training materials should be under the direct supervision of Training Branch as required by their assigned mission.

SPSIS-1A (13 February 1945)

c. Training Branch should be the sole contact with outside agencies in training matters and everything relevant to training should clear through Training Branch.

d. The present lack of coordination with Signal Security Agency is not any more the fault of the branches than it is of Training Branch. Unless Training Branch can actually be of value in coordinating the training, naturally there is little enthusiasm on the part of these branches to consult Training Branch.

## II. ACTION RECOMMENDED.

1. That the reorganization suggested be effected so that the responsibilities of each allied section chief in Training Branch are definitely designated.

2. That Training Branch consult with each interested branch and establish a definite standard operating procedure as to:

- a. Responsibility of Training Branch for all training matters.
- b. Coordination of preparation of all training material.
- c. Establishment of definite understanding as to staff supervision to be exercised by Training Branch.

*Earle F. Cook*  
Earle F. Cook  
Colonel, Signal Corps

- 3 Incls.  
Incl 1 - T/O  
Incl 2 - Chart  
Incl 3 - Reorganization

*RJA*  
*Concur J.H.P.*

TRAINING BRANCH TABLE OF ORGANIZATIONMilitary Personnel

	<u>Authorized</u>	<u>Actual</u>
Colonel	0	0
Lt. Colonel	1	0
Major	1	0
Captain	4	3
1st Lieutenant	6	6
2nd Lieutenant	9	7
	<hr/>	<hr/>
Total	21	16
Enlisted Women T/3	1	0
Enlisted Women T/4	1	2
	<hr/>	<hr/>
Total	2	2

Civilian Personnel

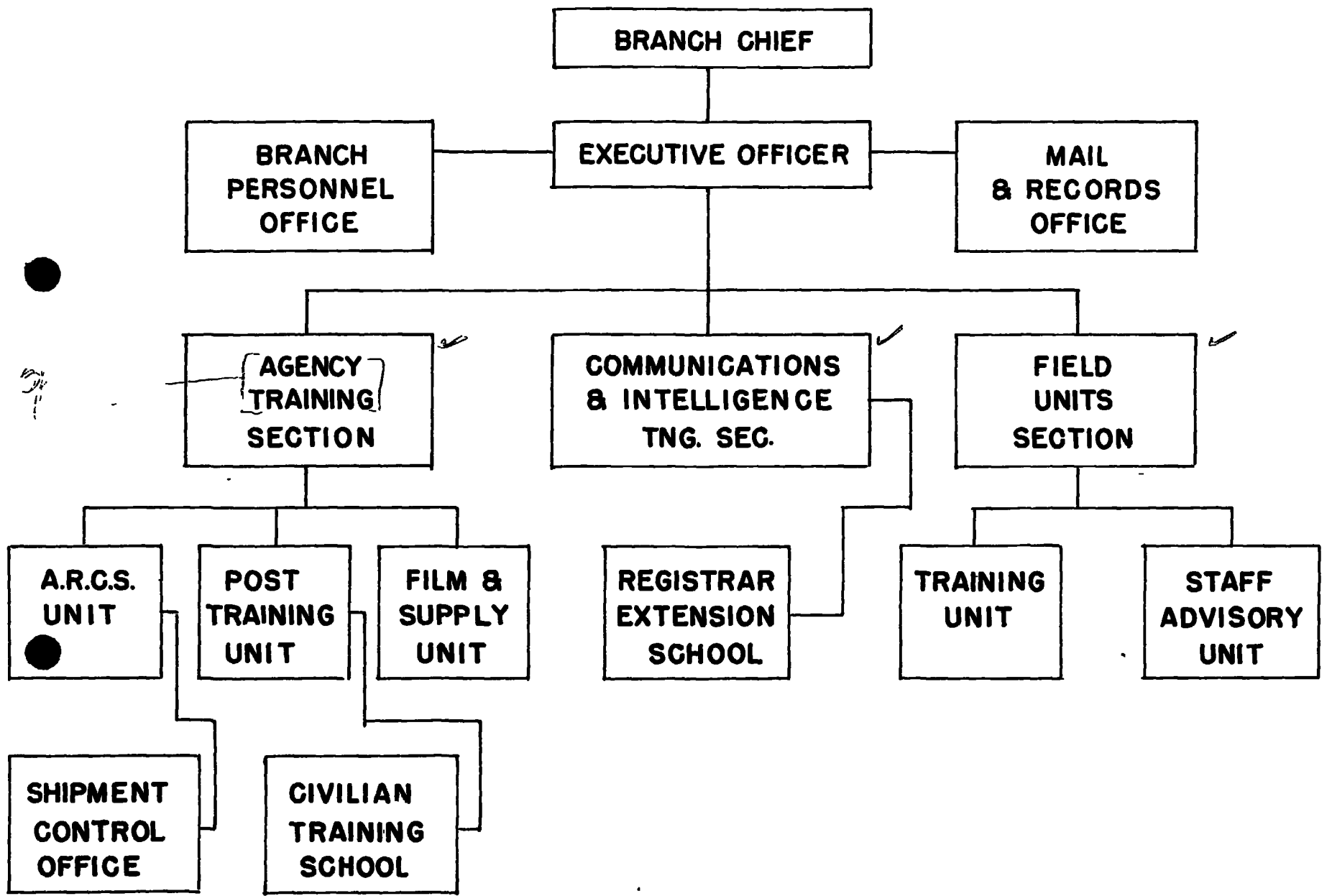
P-3	1	0
CAF-6	1	1
CAF-5	9	8
CAF-4	6	4
CAF-3	10	7
CAF-2	-	2
	<hr/>	<hr/>
Total	27	22

*No civilian  
T/O is AUTHORIZED  
BY GRADE*

*Authorized*

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TRAINING BRANCH



*Sub. 2*

PROPOSED REORGANIZATION OF TRAINING BRANCHObjective

To organize the Training Branch so it may most effectively execute the mission assigned under Signal Security Agency "Standard Operating Procedure - Organization."

Discussion

1. The function of this branch is largely a staff function. The results achieved will depend to a great extent on the degree of coordination and cooperation this branch can effect, not only with the Army Air Forces, Army Ground Forces and Army Service Forces agencies contacted, but with the technical branches within Signal Security Agency. To achieve this end it is essential that the Branch Chief be relieved of detail so that he can personally devote his time to securing this all essential coordination, and the actual execution of plans agreed on be left to subordinates who are charged with definite responsibility for their individual function.

2. To achieve this end the operations of this branch would be conducted by a Branch Chief and his Executive, plus a staff consisting of the chiefs of the three major units, following:

- a. Agency Training Unit. (Training inside Signal Security Agency)
- b. Communications and Intelligence Training Unit. (Training of agencies outside Signal Security Agency.

- c. Field Unit Section.

3. The responsibilities of these staff officers are as follows:

- a. Branch Chief

- (1) Responsible all operations Training Branch.
- (2) Maintains personal liaison with branches or units within Signal Security Agency and with OCSigO, Army Air Forces, Army Service Forces, and Army Ground Forces.
- (3) Reviews personally and approves all curricula and other literature used in training.

- b. Executive

- (1) Executes such duties as assigned by Branch Chief.

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- (2) Represents Branch Chief in his absence.
- (3) Responsible for Branch Personnel and Mail and Records.

c. Agency Training Officer

- (1) Responsible under Branch Chief for the coordination and staff supervision of all training within Signal Security Agency, ~~military and civilian~~.
- (2) Responsible under Branch Chief for the continuous review of all curricula and for dissemination of information regarding training courses to other units within Signal Security Agency.
- ✓ (3) Responsible for operation Civilian Training School.
- ✓ (4) Responsible for operation Advanced Radio Communications School Unit.
- (5) Responsible for operation Film and Supply Unit.
- (6) In general, would perform the necessary personnel functions incidental to the conducting of the Advanced Radio Communications School, and would in addition coordinate and maintain current information on all training carried out within the Agency by the Second Signal Service Battalion, and by field stations under the control of Signal Security Agency. This second category would include the training of civilians, pending their clearance and assignment to final jobs.

d. Communications and Intelligence Training Officer

- (1) Under Branch Chief is responsible for execution of all details to supervise and coordinate the training instruction given to or by agencies outside Signal Security Agency, this training to include cryptographic training, transmission security training, intelligence training.
- (2) Would prepare schedules of training instructors to Army Service Forces, Army Air Forces and Army Ground Forces schools.
- (3) Under Branch Chief would handle all correspondence with Army Service Forces, Army Air Forces and Army Ground Forces schools.
- (4) Would be responsible for the preparation and dissemination of literature needed in conducting this instruction.

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- (5) Would be responsible for keeping Branch Chief currently informed as to progress of this training.
- (6) Would handle all correspondence between training instructors and would be responsible for necessary action on all recommendations made by these instructors.
- (7) Would supervise the operation of the Cryptographic Extension Course.

e. Field Units Section

- (1) This section would be broken into a Training Unit and a Staff Advisory Unit.
- (2) This section would take care of all matters of training referred to the Signal Security Agency where field radio intelligence units or specialists used in such units are involved, and where the dissemination of operational and technical information on field unit operation is necessitated.
- (3) Under this section would fall matters pertaining to Radio Intercept and Direction-Finding Units, Radio Counter Measures Units, and Intelligence Units.
- (4) In the case of Radio Counter Measures and Intelligence Units, staff supervision would be exercised, while in the Intercept and Direction-Finding field, the whole function would be performed.

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