



ARMY SERVICE FORCES
SIGNAL SECURITY AGENCY
WASHINGTON 25, D C

SPSIS-4A

13 February 1945

22016

MEMORANDUM for Chief, Personnel and Training Division

Subject - Recommendations of the Control Office

1. Reference is made to three recommendations of the Control Office as a result of their study of the Personnel Branch. These recommendations will be discussed in the following paragraphs.

2. The first and most far reaching recommendation of the Control Office is that all CAF-2 positions be up-graded, and arrangements made for recruitment of CAF-2's only as trainees, and that present CAF-3 positions be reviewed with a consideration for their reclassification to CAF-4 positions.

a. The basis of their recommendation is summarized as follows

- (1) The increase of pay for lower graded employees will substantially reduce the separation rate of civilian employees.
- (2) Reduced separation rates would result in savings in recruitment expenses to more than off-set the total cost of paying the low grade employees higher wages.
- (3) The reduced separations rate would provide for increased security of operations.

b. The Personnel Branch does not concur in this recommendation for the following reasons

- (1) This recommendation is contrary to the Classification Act of 1923, as amended.¹
- (2) The principle that an employee must change his duties or responsibilities before he receives a substantial increase in salary is sound management. This principle is followed in private industry as well as in the government service
- (3) The difficult problem of maintaining an adequate internal relationship between various jobs in the agency becomes almost impossible when the standards which the Classification Analysts now follow are discarded, as recommended by the Control Office.

- (a) Job descriptions as prepared by individual employees or their supervisors would be the only basis of determining allocations of positions, inasmuch as Classification Analysts could not be required to perform desk audits of positions and shut their eyes to the actual duties performed.
 - (b) This reliance on written job descriptions would require the agency to revert to the chaotic classification conditions that existed approximately fourteen months ago. At that time the ability of the employee or his immediate supervisor to compose elaborate job descriptions was rewarded by higher classification.
 - (c) The administrative procedure believed necessary for the adoption of the recommendation of the Control Office would result in further decentralization of personnel authority. Inasmuch as Classification Analysts would be expected to overlook, at least in many cases, the actual duties performed, the statements of supervisors would have to be accepted completely. Conscientious supervisors who might at first be reluctant to certify that an employee was performing the duties of a job description which greatly expanded the actual duties, would be more willing to make such certifications when they knew that other supervisors were making similar statements.
- (4) The resignation rate among employees who are presently occupying higher graded positions might well be increased as a reaction to this preferential treatment of lower salaried employees.
 - (5) The exemption of this agency from surveys by higher authority should not be regarded as license for indiscriminate use of the authority granted. The broad sweeping changes recommended are such that they would become common knowledge and might well in themselves encourage investigatory action.
 - (6) The separations of this agency cannot be regarded as primarily arising from the employees' dissatisfaction with their salaries.
 - (a) There are known to be many who are presently self-sufficient in Washington who are receiving only the wages of a CAF-2.
 - (b) For the calendar year 1944, the percentage of separations of this agency as compared to the total of Army Service Forces was not alarming. The

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salaries of at least half of the Army Service Forces employees were determined by local prevailing wage rates, and not by the Classification Act of 1923, as amended. In spite of this, our separations rate was considerably lower than that of Army Service Forces.²

- (c) It is my belief that the high turnover rate of all employers at this time arises primarily from the war-time situation which has forced into employment more youthful female workers, uprooted the breadwinners of families and changed family lives, and which has made workers generally more mobile and ill at ease than in peace times. There is no reason to believe that compensation will substantially affect the labor turnover.

3. The adoption of the recommendation of the Control Office must be regarded as irrevocable action, and as such should be the subject of careful deliberation. The following are listed as constructive suggestions:

a. Within the framework of our present system, promotions must be effected as a result of placement. The agency is in dire need of a more effective placement policy between sections and branches. There are at present eighty-five persons who are occupying positions which are allocated grades lower than their classification, while there are eight hundred and thirteen persons who are occupying positions which are allocated grades higher than their classification. The latter group are, of course, potentially eligible for promotion. It is the aim of the Personnel Branch, through an adequate follow-up program with the Branch Personnel Officers to determine that the more qualified persons are selected and appointed to fill these higher graded positions. Through an adequate follow-up policy within each branch, it is expected that persons will be prevented from becoming "stymied" in their various jobs.

b. Request special authority from the War Department to provide for the payment of agency employees from special funds in order that the agency may determine the compensation to be paid to various graded positions. It is known that the Office of Strategic Services, for a period of time, did have such an arrangement, and compensated their employees at salaries different from that prescribed under the Classification Act of 1923, as amended.

4. The Control Office has further recommended that all prospective employees be shown the gross and net monthly salary they will receive before being recruited in the field, and that a true picture of the living costs in Washington be emphasized at the place of recruitment. The Personnel Branch concurs in these recommendations. Each of the recruiting officers will be instructed to discuss the monthly gross and net salary

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with each employee at the time of recruitment. Further efforts will be made to insure that each new recruit receives more complete information as to living costs in Washington.



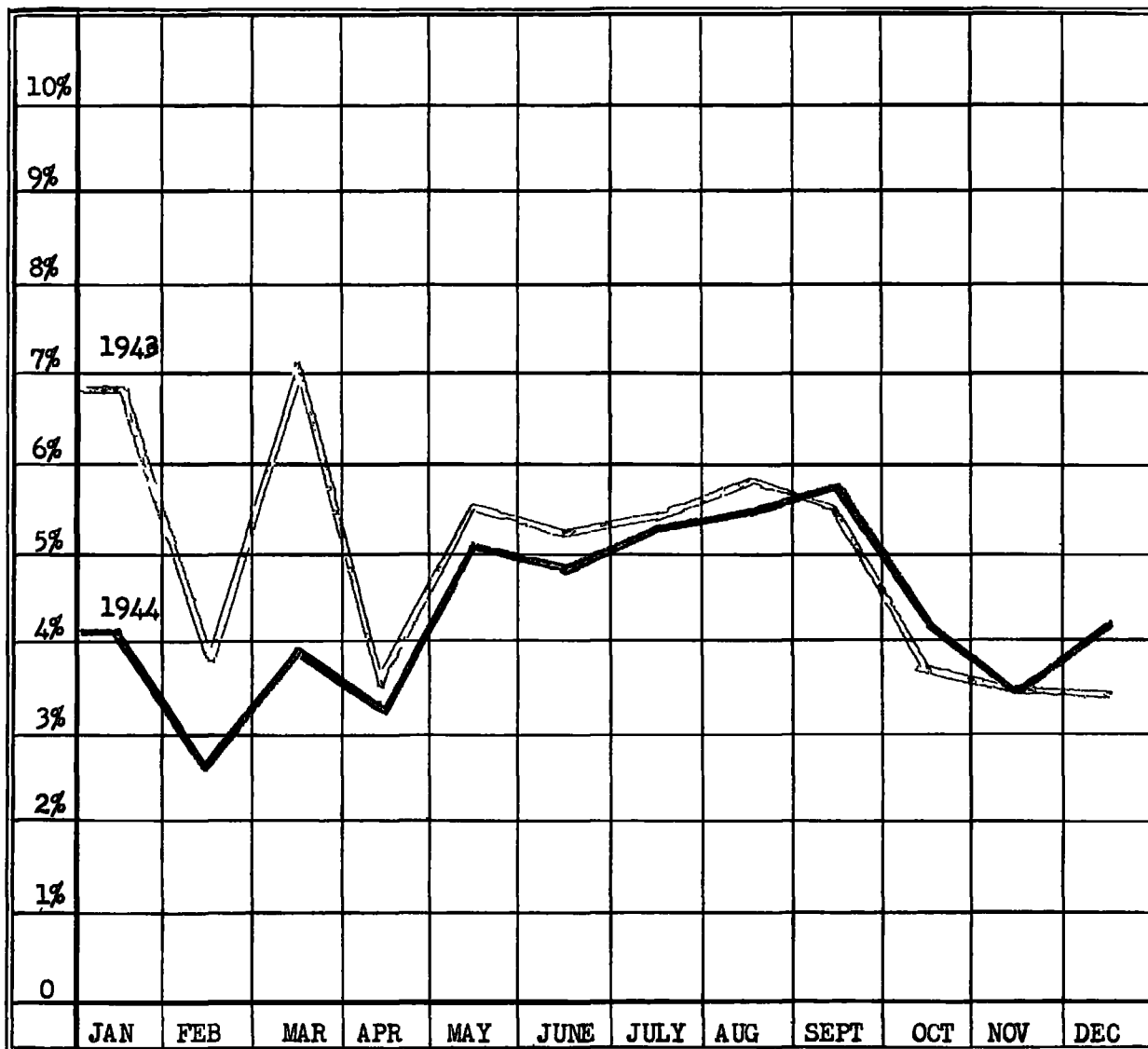
J. W. Drury
Captain, Signal Corps
Chief, Personnel Branch

¹ The Brookhart Act of 1930 (46 Stat. 1003), authorized and directed the heads of departments to adjust the compensation of positions in the field service to correspond with the pay scales of the Classification Act, as amended by this act. Section 2 of the Brookhart Act, directing such adjustment, is regarded as mandatory, and subsequent decisions of the Comptroller General have had the effect of requiring the agency to apply the principles of classification to the field as well as to the departmental service. (14 Comp. Gen. 183,392, 15 Comp. Gen. 154.)

² Comparative statistics on the monthly separations rate of Army Service Forces and the Signal Security Agency are shown below.

<u>1944</u>	<u>ASF</u>	<u>SSA</u>
January	8.1	4.2
February	7.0	2.8
March	7.8	3.9
April	7.9	3.3
May	8.3	5.2
June	8.2	5.0
July	8.6	5.3
August	10.5	5.5
September	9.4	5.7
October	8.1	4.2
November	6.7	3.5
December	6.2	4.3
Monthly Average	8.1	4.4

TAB C

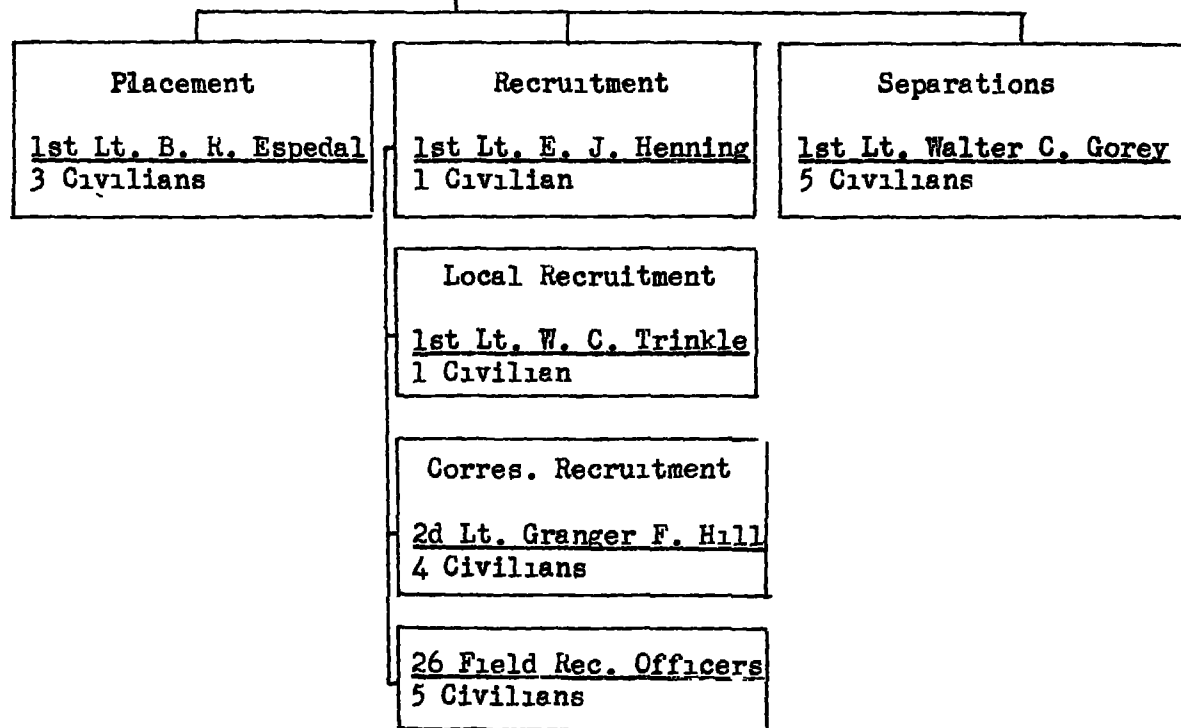
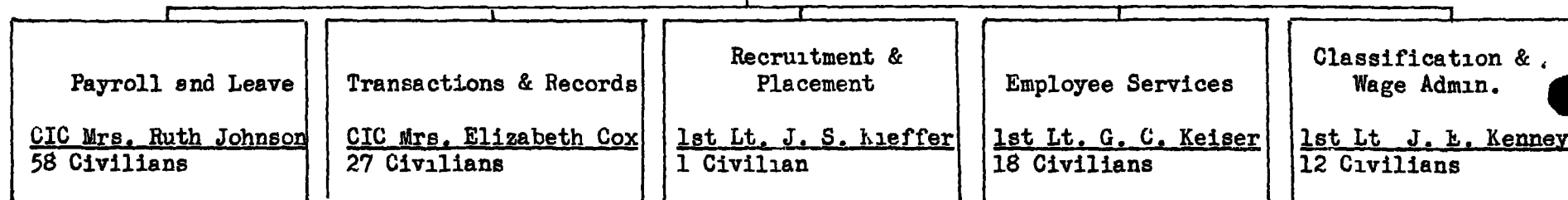


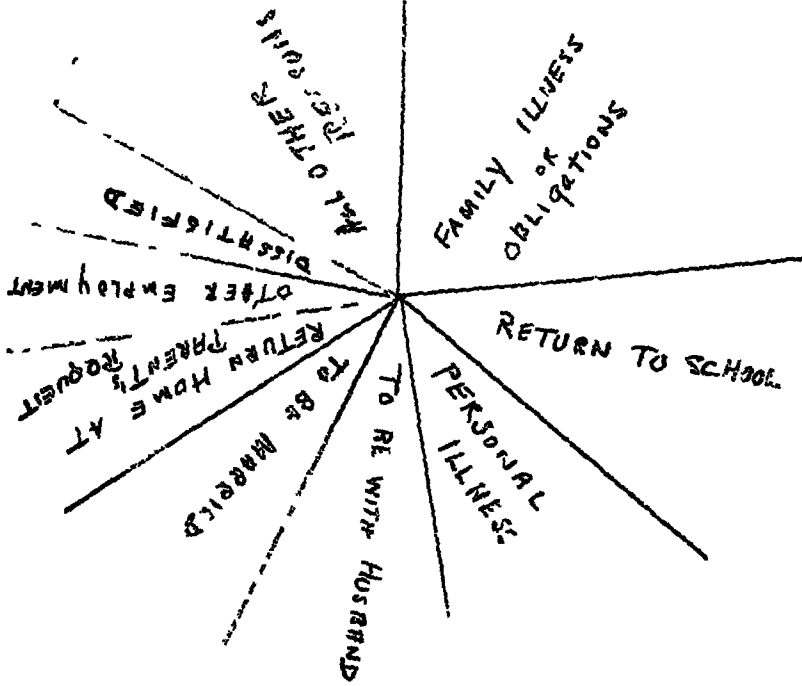
Legend:
— 1943
— 1944

B

OFFICE OF CHIEF,
PERSONNEL BRANCH

Captain J. W. Drury
2d Lt. M. B. Mattingly
4 Civilians





CAUSES OF SEPARATION
Dec 1944

REF ID: A70845
ROUTING AND WORK SHEET

SUBJECT Coordination Trips

Number each action	To—	Memorandum	Name, Division or Branch, and Date
1.	Acting Chief, Training Branch	<p>1. I have reviewed very carefully the reports on the trips made by Lt. Grimes and Lt. Howze, and also the report made by Lt. Park and Lt. Reimers.</p> <p>2. These reports are very interesting as they show generally that there is no coordination of training throughout the Army Ground Forces, Army Air Forces, and Army Service Forces, as the lack of information as shown by these reports at these schools is not merely on details, but it is basic and a number of obvious questions present themselves:</p> <p>a. Have any steps been taken to correct this procedure by the issuance of a bulletin or an authoritative letter to these schools, reviewing in detail the subject matter discussed and presenting a War Department doctrine on the matters under discussion?</p> <p>b. In the case of the recommendations, what steps have been taken to carry out the recommendations made, and who is responsible?</p> <p>c. In detail, has a letter actually been sent to the Army Ground Forces as suggested?</p> <p>d. Has a training film been made up?</p> <p>e. What steps have been taken to establish closer coordination between Signal Security Agency and Army Ground Forces to assure dissemination of material under review, and if so, what material has been sent and who sent it?</p> <p>f. Has a War Department letter been sent to the major commands describing violations of radio procedure.</p> <p>g. And finally, has a monthly Security Bulletin been issued, and if so, who gets it out?</p> <p>3. It strikes me without going into further</p>	

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ROUTING AND WORK SHEET

SUBJECT _____

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1. Cont'd		<p>detail that this is a subject which has been kicked around without any one section or unit being definitely in charge of this instruction.</p> <p>4. I know that in the Command and General Staff School at Leavenworth, Kansas, the handling of communications is hopelessly inadequate, and the material available for study there on this subject is contained in so many manuals and in so many separate bulletins, many of which contradict each other, that it is almost hopeless for an officer unfamiliar with this subject for himself prepare it to give.</p> <p>5. In short, I believe that this is one of the most important functions of Training Branch, and it is imperative that we have a clear understanding as to who is responsible for this entire coordination of training for Army Service Forces, Army Ground Forces, and Army Air Forces.</p>	<p>James H. Frier, Jr. Major, SPSIS-1A 8 February 1945 Ext. 472</p>