

DIGEST OF THE DIRECTOR'S  
STAFF CONFERENCE  
8 MARCH 1955

TO: Chiefs of Offices and Staff Divisions

FROM: Deputy Chief of Staff/Administration

1. DCS/A

Reported on the contributions received to date in the NSA 1955 Red Cross Drive. Total money contributed: \$10,122. This is \$378 short of our goal; however, with final returns yet to come in, it is felt that we will exceed our goal by a substantial amount.

2. COMMUNICATIONS

Advised that additional telephone trunk lines to Fort Meade will be in operation by 15 March. With the installation of these new lines, the "busy" periods should be reduced substantially.

3. SCHOOL

Reported on the initiation of new language classes starting at the School.

4. SECURITY

Advised that a new regulation will soon be published which revises our "Property Pass" system. Effective 1 April, all personnel working at or visiting the Agency will be required to have a "Property Pass" in his possession if he is desirous of removing anything from the installations.

5. SUPPORT GROUP

Reported on the progress of preparations being made for the forthcoming Commanders' Conference.

6. HqC

Announced that the station parking program is to be revised. Applications for all space reserved and unreserved is mandatory. Starting 9 March through 19 April, applications will be accepted in the Headquarters Commandant's office. It should be noted, however, that in the District and Virginia, license tags are or will be on sale by 15 March. Personnel should hold applications until after they have secured their new tags, thus avoiding the necessity of re-issuing applications for parking stickers at a later date. It is planned that 400 additional parking spaces will be made available about June.

## 7. DIRECTOR

a. "In connection with the Red Cross Drive, what has to be done can be done. I have said many times that how well you do a thing depends largely - all things being equal - on what is inside of you and how willing you are to do what you are told to do."

b. "It bothers me that we have not made the best educated guess that we can make, assuming that conditions are more or less the same two years from now, as to how many language people we need. We are in the business of languages and I think we are pretty casual about our business. No one is willing, I find, to stand up and be counted as to the number of language people we need. Your estimated requirements may differ from mine because there are a large number of our people who think English answers all purposes. It just doesn't. I am convinced that the people who are working on Swahili ought to talk and think Swahili. I wish somebody had the courage of his convictions and come up and tell me how many language candidates we need. It would make it a lot more practical for our Training, School, and Personnel Divisions in getting their jobs done. I would like to come to work the day after tomorrow and find on my desk an authoritative statement as to how many people we need. I know I won't get it, but we surely need it."

c. "There is a tendency on every individual's part to do too much himself. When he finds he has too much to do, he gets a special assistant. The result now is confusion among the staff, who, if they are doing their jobs, would be doing what the free-wheeler is doing.

"I am a firm believer in a boss-man and an 'executive vice-president' for that boss-man, and then a very sharp distinction and carefully designated distribution of duties. If they are staff duties, to the proper staff organization; and if they are operational duties, to the proper operational organization; I am convinced that certainly within our operating offices and divisions, we don't need such a set up (succession of special assistants, assistant to this, and an assistant to that). You need a more rational set up.

"If you are going to increase your staff, be sure that the fellow you pick is fully cognizant of his responsibilities. Look at your organizations to be sure that you are not writing some of your organizational manual paragraphs that look OK on a chart but leave you with a lot of 'free-wheelers'. In effect, you get an assistant to an assistant. Look into your organization.

"We have always had the problem of 'fairy tales' with the Civil Service Commission and the method used to evaluate civilian jobs. Let me clear up some misconceptions that may have erroneously been drawn from a good many rather harsh statements that I have made about these 'fairy tales'.

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"Since we went to Schedule A, we evaluate and describe our own jobs and are our lord and master of our grade system. There is no excuse for 'fairy tales' per se. There is no excuse for writing a job analysis that obviously is not true. There is no excuse to compound that 'assistant to the assistant' thing in these job analyses. Let's write exactly what a man does; be sure you encompass all of his duties, but don't 'build up' the job. Later on, you may have to defend yourself, and I don't want any violations of my general policy of prohibiting 'assistant to the assistant.'

"I am a firm believer that if a guy is good enough to work for NSA, the guy is good enough to boss a fair number of people on an equality line. I am convinced that the horizontal type of organization is more efficient than the vertical type of organization. In the first place, it takes better people to run them. You gain just that much more efficiency from the fact that you have better people.

"If your batting average was .352 or whatever Ted Williams ended up with last season, that's not a major league batting average in this organization. The major league average in this organization is somewhere on the order of .968. If it goes below, let's say .949, you'd better take a look at it. Each one of you look at your assignment; look at the way you have your job analyses run, and let's see whether we are keeping things to ourselves that should be assigned to some other designated staff section.

"Three years ago in this room, I said the Number One job of any executive - and that applies to all levels -, is to train the guy immediately below him. The only way you can get your people to be major league batters is to train them. They need to be born with an aptitude which you don't have anything to do with, but you must train them how to use that aptitude.

"I want you to take a good critical look at your organization, not just the top, but down through every level. You will find your troubles down in the office, division, and branch level. Let's not have any 'free-wheelers' around here. Assign your functions to the proper staff section, select your people carefully for the job, then train them to do the job."

  
E. J. COGAN  
Major, USAF  
Ex/Asst to V/DIR

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