

3 copies
double spaced

1. There should be a secretariat of Boards and Committees, probably under the Control Officer. This would serve all permanent groups of this kind both within and without the agency. Perhaps also for all special conferences held on the spot concerning more than one branch, and those with outside agencies. The whole point concerned is, that these things be of record for coordination, standardization and control.

EO 3.3(h)(2) -
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2. Section II par 6 - "operate an agency for the solution of intercepted enemy codes and ciphers." (How about neutrals, and in time of peace traffic? Perhaps insertion of better. This is used in the II par. end of third line from end of paragraph add "and cryptanalytic".

3. Section II, 3. Add "; reviews,
 the output and distribution of all
 technical publications, ^{including the Bulletin} produced
 by the Agency, and the distribution
 of those received at the Agency
 from outside sources; is chairman
 of the ^{specific} ~~Technical~~ Committee."

4. The function of insuring
 that all technical information
 obtained from the cryptanalytic
 section is placed at the disposal
 of the cryptographic section
 for the betterment of our own
 systems should appear
 somewhere - either in the
 Control Office or the ODCR.

5. Laboratory Section has been
 placed in Service Branch.
 I disagree. Although its secret
 ink mission has become
 a minor role, and its photo-
 graphic role a major one, yet

as set up in Army Regulation
 its only role was secret info
 and hence it should be
 under Intelligence Branch.
 Also if you leave this section
 under Services Branch,
 you have a small section
 under a Lt. Col. and much
 larger ones on the same level
 with from 1st Lt. to Major
 in charge. You could get
 around this perhaps by
 placing the Lt. Col. in charge
 of the Services Branch,
 which is more commensurate
 with the rank of Lt. Col. than
 the present set-up.

6. Mail Section - wouldn't
 it be more logical to put this
 in Administrative Branch of
 the Agency. It is a headquarters
 function.

7. The ~~Training Section~~ of Adm Branch should be called "Pre-training Section" to differentiate ^{it from} special training carried on within the other Branches.

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8. Section IV par. 6, add "controls and coordinates the interception of traffic & the function with the Cryptanalytic Section."

9. There should be two Cryptanalytic Sections on the same level. One the Jap Army section and the other everything else - primarily . Under the Jap Army section would come present B II and B IV sections; that part of B I which has to do with Jap Army;

~~the~~ the Battle Order Section and Shipping Section (now part of I + L Branch).

10. Control and coordination of liaison is very important. Various types of liaison are carried on at present but each is more or less independent. This should continue, but one central office should know at all times what, ^{how,} and by whom. This should come under the specific functions of perhaps the Control Office ~~and~~ the office of record ~~and present liaison functions~~ would be the I + L Section which would continue its present liaison functions.

11. It should be someone's specific job to keep the Post-War plan up to date; maintain files on who are

to be retained, coordination of filing systems, etc.

12. There is a need for a "Plan and Policies" unit for the Agency whose specific job it would be to determine long-range courses of action in all phases of SSA work ^{including} Post-war plans mentioned above. This would include ^{framing the} answers to such questions as "Where are we going cryptographically; where will the 294, 409 ^{etc.} fit in to the picture; speech privacy, c/fox, speech fingerprinting; cryptanalytic machinery; Navy coordination and cooperation in development, etc." The Office of the Director of Communications Research is probably the place for this.

TR