

26 Jan 45  
I herewith bring out  
an old paper again, but  
it seems to me that par.  
5 and all after that is  
particularly apropos  
in Mrs. Saltzman's case.

Particularly since her  
point of view in handling  
moral as Chief Personnel  
Counselor is closely  
allied to the views shown  
in this paper.

Apparently the situation  
on this post is that morale  
policy is the cause of handling  
each individual case at the  
time of resignation. A high level  
coordinated policy is necessary.  
Mrs. Saltzman was on level too low for  
any practical good

Frank:

Noted. I talked with  
Col C re question of recreational  
facilities + Arlington Officers  
Club. Told me that Club  
may have to be abandoned  
on account of new building  
by W D, but my suggestion  
would be considered by him.

F

30 November 1944.

**MEMORANDUM** for Chairman, Personnel Control Committee.

Subject: Personnel Control.

1. All personnel control directives seem to boil down to doing the "mostest" with the fewest", therefore, any method which will produce that result is within the province of the committee.

2. Some of these methods are as follows:

- a. Labor-saving devices.
- b. Work simplification.
- c. Getting people to work harder.

3. Labor-Saving Devices--I do not think we have to worry too much about the first item in regard to cryptanalytic and cryptographic activities. We have a branch (F) which was created for that specific purpose. It would be interesting to compile a study of the amount of man-hours saved by the various products of this Branch. With regard to strictly commercial labor-saving equipment, there is a possibility that some of these are not employed either because they are considered impracticable, or are not known to exist. The latter condition could easily be brought about if the personnel immediately connected with a particular job (the actual operators plus supervisory personnel at each level on up) had no prior experience in collateral procedures. Steps must be taken then to

insure that the personnel concerned or the committee can view such collateral procedures with a view toward adopting such devices as are not now employed. Sometimes these devices are "home-made" and not to be found in the commercial market.

4. Work Simplification.--The work carried on at Arlington Hall may be roughly divided into laboratory and routine techniques. Laboratory techniques include all cryptanalytic research and production (book breakers, additive strippers, etc.). Any work measurement standards and work simplification in the usual sense cannot apply here. Only certain over-all estimates can be made based on past experience which may help to determine future needs in personnel and equipment. On the other hand, routine methods which comprise a very large part of operations can be evaluated and should result in definite determination as to efficiency of present methods and need for change. Among these routine techniques are those relating to checking, logging, sorting, filing, indexing, extracting, routing, distributing, etc., including all production line methods. The first thing to do here is to divide all operations into these two categories and go to work on the routine methods at once.

5. Getting People to Work Harder.--Or we might change this to read "getting more work out of the same people by making them contented and by taking more interest in their own work". This of course brings into primary importance that much over-worked word "morale". A dairy of national prominence has for its slogan approximately, "More and better milk from contented cows". Morale, of course, does not materialize one way or

another overnight, but certain steps can be initiated that could improve it. Some of these steps are as follows:

a. See to it that each person knows fully and interestingly why he is doing his particular job. Nothing is more deadening than to think one's work does not matter.

b. Establishment of better relations between various work levels. Mutual confidence and respect brought about by open discussion of problems can help along this line. Frank admission of ignorance rather than <sup>its</sup> their concealment will work wonders.

c. Concentration on the job rather than the person should be stressed. There should be no discrimination between officer, civilian, and enlisted men or women while on the job. Many inexperienced officers have caused widespread dissatisfaction, hate, and resignations among civilians merely because they thought that their bars of rank contained a magical concentration of brains with their acquisition.

d. Giving credit where credit is due.

e. Starting people right in the training school.

6. All these and other such items should be studied and steps taken to put them in effect. These steps have to start at the top and work downward. A good dose from Dale Carnegie's famous book will work at Arlington Hall as well as any other place, military or non-military.

7. All these morale factors can also prevent much of the turnover in personnel and countless man-hours would be saved which are now wasted on breaking in new people, processing them in and out, recruiting, etc.

8. I think it is a fair statement to say that most attempts tried to date to crack the morale problem have been aimed at the effect rather than the cause.

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Communications Research.