

PERSONNEL CONTROL COMMITTEE OPERATIONAT SIGNAL CORPS INSTALLATIONS

OCSigO memorandum, Serial 119, 17 August 1944, directed the establishment of Personnel Control Committees in all Signal Corps field installations having a combined military and civilian strength of over 500.

A review of Control Committee procedures in field installations indicates that effective committee operation is largely determined by the presence of the following basic conditions:

- a. The existence of a strong and adequately staffed "control" group to act as a secretariat in implementing the Committee's actions and desires.
- b. The channeling of all requests for personnel increases or adjustments through the Personnel Control Committee for consideration.
- c. The proper and adequate representation on the Committee of all major operational groups.
- d. The existence of sufficient "work volume" data for each small operational or functional group to permit evaluation of the merits of each request based on factual evidence of increasing, decreasing, or shifting work volumes.

In visiting a number of Signal Corps installations where difficulties had been encountered in the operation of their Personnel Control Committees, the absence of or lack of emphasis on one or more of the above factors was believed to be the major cause of difficulty.

Probably the largest single factor contributing to successful Personnel Control Committee operation lies in the proper concept as to the mission and staffing of the control group in each installation. Following are a few excerpts from an article entitled "Management Control in Uniform" which appeared in the Spring, 1944, issue of the Harvard Business Review which will be of great assistance to each commanding officer in evaluating the control operation in his installation.

"The term 'control' is subject to many shades of meaning as applied to management. As it is used in the military services, and in this article, it refers to the activities of specially skilled men, functioning in a staff capacity as full-time advisors to operating executives. The work of control officers consists of the ascertainment of facts and recommendation of action concerning top management problems to which attention of the officers is directed or attracted. Illustrative of these problems are the definition and rearrangement of organization structure, work measurement studies, statistical and progressive analysis, personnel distribution and utilization, etc."

"A word or two about the qualifications of control officers will throw light on the work they are expected to do, particularly in relation to internal organization. Those in charge of this kind of work seem to agree on the qualities needed: (a) good personality; (b) understanding of people; (c) skill in thorough, realistic analysis. An officer lacking a pleasing personality and the ability to sell ideas runs the risk of alienating the group he is endeavoring to aid. But personality without singleness of purpose and tenacity will get the officer nowhere beyond the pleasant conversation. He gives the best assistance in those situations in which he has won confidence and support through his tact, his common sense, his capacity to understand the various aspects of the questions, and his positive, constructive ability to devise better procedures. With that confidence gained, the officer frequently is besieged by requests for aid from those too busy to make the management investigations themselves."

* * *

"No operating administrator can afford not to have constantly before him the goal of an improved organization. He must be alert to the purpose his organization is to serve and must be constantly aware of his degree of success in attaining that end. Whether he is relying upon the aid of his advisors for the details of the appraisal or endeavoring to carry the burden alone, it is he in the final analysis, who must execute the control function.

Even with this broad definition of management control, which places prime responsibility on the administrator, there are cogent reasons why the help of advisors is needed. The pressing and urgent requirements of operation, the current questions demanding immediate action are ordinarily so burdensome that only when successful delegation of authority is possible can the operating executive divorce himself sufficiently from the present to make singlehanded the factual appraisals and careful analysis that effective control requires."

* * *

"Primarily, control must rest, in part at least, upon the services of men who are detached from operating and routine executive responsibilities who can be given an assignment with the time and opportunity to carry it through to completion."

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(Copied from "Personnel Utilization Signal Corps", dated December 1944 from Personnel & Training Service, Office of the Chief Signal Officer.)

SECRETCONFIDENTIALRESTRICTEDTODATE 17 Feb 45FROM

_____ Commanding Officer
 ✓ _____ Assistant Commandant
 ✓ _____ Dir of Comm Research Mr Rhoads
 _____ Control O
 _____ Fiscal O
 _____ Administrative O
 _____ Post Adjutant
 _____ Intelligence O
 _____ Provost Marshal
 _____ 2nd Sig Serv Bn
 _____ Chief, Pers & Tng Div ✓
 _____ Chief, Pers Br
 _____ Chief, Tng Br
 _____ O/C Officer Pers Sec
 _____ Chief, Oper Serv Div
 _____ Chief, Communications Br
 _____ Chief, Laboratory Br
 _____ Chief, Machine Br
 _____ Chief, Supply Br
 _____ O/C, SSA Mail Unit
 _____ Chief, Security Div
 _____ Chief, Protective Sec Br
 _____ Chief, Cryptographic Br
 _____ Chief, Development Br
 _____ Chief, Intelligence Div
 _____ Chief, Language Br
 _____ Chief, Mil Cryptanalytic Br
 _____ Chief, Gen Cryptanalytic Br
 _____ Chief, T/A and Control Br
 _____ Chief, I & L Br

_____ As discussed
 _____ As requested
 _____ Comments and return
 _____ Information and file
 _____ Information and forwarding
 _____ Information and return
 _____ Recommendation
 _____ See note on reverse
 _____ Signature if approved
 _____ Your action

No comment - Do you
 feel that we should stress the
 full time nature of the job?

Required instructions
are not hand + post

3-2

No place in OCSig O
org. chart or duties.

Div level investigation

DRAFT

MEMORANDUM for Commanding Officer, Signal Security Agency

Subject: Operation of Personnel Control Committee

1. OCSigO Memorandum, Serial #119, 17 August 1944, directed the establishment of Personnel Control Committees in all Signal Corps Field Installations having a combined military and civilian strength of over 500. In accordance with this directive, a Personnel Control Committee consisting of the Control Officer, the Chief, Personnel and Training Division, and Mr. Frank Lewis, as the civilian representative, was appointed and met for the first time on 4 September 1944. On 25 November 1944, per Office Orders #27, Major Phillip King and Mr. Mark Rhoads were appointed members of this Committee vice Colonel Cook and Mr. Lewis relieved.

2. The Standing Operating Procedure—Organization, dated 5 October 1944 sets forth in Section 9, paragraph 2, the duties of the Personnel Control Committee. These are as follows:

- a. Considers present allocation and utilization of personnel at Arlington Hall Station, in the Second Signal Service Battalion, and in the operating branches.
- b. Reviews all changes in existing allocations.
- c. Reviews all civilian personnel grievances and reported difficulties.
- d. Makes recommendations to the Commanding Officer in accordance with the finding of the Committee.

3. As an inclosure to OCSigO Memorandum, Serial #119, 17 August 1944, the suggested organization and duties of the Personnel Control Committee are set forth. The basic requirements are that the members of the Committee will familiarise themselves with:

For Mr Rhoads

a. The mission and operation of the various types of activities in the command concerned.

b. The War Department Manpower Board and other "standards" for measuring personnel requirements.

c. All current information relative to workloads, standards, work simplification procedures, etc.

2. It is further provided that the Personnel Control Committee will operate as a staff organization and will advise the Commanding Officer in his effort to bring personnel employed in each installation down to that required at the most efficient similar installation. In accomplishing this, it will:

a. Establish a general plan for the conduct of work measurement and work simplification studies; applying the principles outlined in ASF Control Manuals, M 703-3, 4 and 5, as applicable to each installation.

b. Instruct subordinate units in the use of work measurement and work simplification techniques.

c. Analyze data derived from these and other studies.

d. Recommend remedial action to economize in the use of personnel.

e. Be prepared to furnish higher authority with relevant work measurement and other similar data upon request.

f. Maintain close coordination through channels with the GSO's Personnel Control Committee and Control Division, OCSigO.

g. Make or initiate surveys of personnel when desirable.

h. Make spot checks of personnel in representative groups from time to time as a means of determining that records are being properly kept and reports are being properly compiled.

i. Supervise the preparation of strength reports on Personnel Control Form, W. D., A. G. O. Form No. 805 (Control Approval Symbol AP-1), and see that they are forwarded in time to be received in Washington at the prescribed time.

j. Check AP-1 reports against the morning reports and machine records reports and reconcile differences.

k. Analyze AP-1 reports with a view to developing opportunities for economy in personnel.

l. Keep informed as to proposed discontinuance or reduction of activities and recommend personnel reductions accordingly.

m. Establish procedures and make recommendations which might be of assistance to other commands for transmission to higher authority.

4. Because of the unique nature of this installation and the lack of any comparable installations, the Personnel Control Committee has been handicapped in its efforts to secure adequate data. The Control Office has and is conducting

work simplification and personnel utilization studies in three of the four *Two members of the Committee, Mr. King and Mr. Rhoads, are participants in these* operating divisions. The results of these studies have been forwarded direct to the Commanding Officer and remedial action recommended in all cases where saving of personnel or space appeared to be feasible. Requests for increases in existing personnel authorization are received by the Personnel Control Committee, investigated, studied, and recommendations submitted to the Commanding Officer.

5. A review of Personnel Control Committee procedures in field installations conducted by OCSigO indicates that effective committee operation is largely determined by the presence of the following basic conditions:

a. The existence of a strong and adequately staffed "control" group to act as a secretariat in implementing the Committee's actions and desires.

b. The channeling of all requests for personnel increases or adjustments through the Personnel Control Committee for consideration.

c. The proper and adequate representation on the Committee of all major operational groups.

d. The existence of sufficient "work volume" data for each small operational or functional group to permit evaluation of the merits of each request based on factual evidence of increasing, decreasing, or shifting work volume.

The operation of the Personnel Control Committee in this Agency has been hampered by the lack of ~~an~~ adequately staffed "control" group, by the lack of proper and adequate representation on the Committee of all major operational groups, and by the lack of sufficient "work volume" data in each small operational group to permit evaluation of the requests for additional personnel based on factual evidence of increasing, ^{or} decreasing work volume. There is no known "yard stick" of measurement that can be applied through all operational units of this Agency. It is believed that, based upon work simplification studies now being conducted, a "yard stick" may be established for ^{most} working units, and a common denominator ^{or} found by translating all "yard sticks" into terms of man hours.

6. To implement the effective operation of the Personnel Control Committee in this Agency, it is recommended that:

a. The relationship between the Personnel Control Committee, the Control Office, and the Commanding Officer be clarified.

b. The Control Office be expanded immediately to permit its functioning as a secretariat to implement the committee's actions and desires.

c. The Committee be expanded to include representatives of each operating division.

d. The Control Office be instructed to proceed immediately with work measurement studies in all operating units.

e. The Control Office send the results of its work simplification and personnel utilization studies to the C.O. through the P.C. Committee.