

DATE

TO	FROM	TO	FROM
___ Chief, ASA..... (10) ___		___ Ch, Security Div..... (80) ___	
___ Executive O..... (11) ___		___ Tech Staff..... (81) ___	
___ Co'r Joint Oper..... (12) ___		___ Ch, Materiel Br.... (82) ___	
___ Deputy Chief, ASA... (20) ___		___ Ch, Methods Br.... (83) ___	
___ Dir, Comm Res.... (14) <i>W</i>		___ Ch, Protective Br... (84) ___	
___ Ch, Pers Sec..... (21) ___		___ Ch, Maint Br..... (85) ___	
___ Ch, Org & Tng Sec... (22) ___		___ Ch, Res & Dev Div.. (70) <i>Ja</i>	
___ Ch, Plans & Oper... (23) ___		___ Tech Staff..... (71) ___	
___ Ch, Materiel Sec.... (24) ___		___ Ch, Ch. Ciph & Cif Br (72) ___	
___ Ch, Fiscal Sec..... (25) ___		___ Ch, Int Equip Br... (73) ___	
___ Adjutant, ASA..... (26) ___		___ Ch, Elec & Elec Br. (74) ___	
___ Ch, Sec Cont Sec... (27) ___		___ Ch, Lab Serv Br.... (75) ___	
___ Ch, Operations Div.. (90) ___		___ Ch, C'logic Br..... (76) ___	
___ Ch, Lab Br..... (91) ___		___ Ch, Pers & Tng Br... (61) ___	
___ Ch, Machine Br.... (92) ___		___ Ch, Supply Br..... (62) ___	
___ Ch, Crypt Br..... (93) ___		___ Co, Arlington Hall... (40) ___	
___ Ch, Int Cont Br... (94) ___			
___ Ch, I & D Br..... (95) ___			
___ Tech Staff..... (96) ___			

- ( ) Approval & Return
- ( ) As Requested
- (  ) Concurrence or Comments *Deputy Associate*
- ( ) Information & Forwarding
- ( ) Information & Return
- ( ) Information & File
- ( ) Recommendation
- ( ) Signature Required
- ( ) Your action by *By*
- ( ) Info upon which to base reply

On 20/308

I still cannot agree with Rhoads.  
 A sound theoretical organization,  
 without the proper individuals  
 will not function. The right individuals  
 will enable even a poorly  
 organized (or worse) set up function.  
*Ja*

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Co'r Joint Oper.....(12)		Tech Staff.....(81)	
Deputy Chief, ASA... (20)		Ch, Materiel Br.... (82)	
Ch, Comm Res Sec. (14)		Ch, Methods Br.... (83)	
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Ch, Org & Tng Sec.. (22)		Ch, Res Lab Div.... (70)	
Ch, Plans & Oper... (23)		Tech Staff..... (71)	
Ch, Materiel Sec.... (24)		Ch, Ch. Ciph & Cif Br (72)	
Ch, Fiscal Sec..... (25)		Ch, Int Equip Br... (73)	
Adjutant, ASA..... (26)		Ch, Elec & Elec Br. (74)	
Ch, Sec Cont Sec... (27)		Ch, Lab Serv Br.... (75)	
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*No comments.*

Declassified by NSA/CSS

Deputy Associate Director for Policy and Records

On 20/3/08 by RSP

~~CONFIDENTIAL~~

## ROTATION PLAN COMMITTEE

4 November 1947

A meeting of the Rotation Plan Committee was held in Room 117 Headquarters at 1000 hours on 30 October 1947. The following were present:

Mr. William F. Friedman, AS-14, Chairman  
Dr. S. Kullback, AS-70  
Dr. A. Sinkov, AS-80  
Mr. F. B. Rowlett, AS-90  
Mr. J. L. Sullivan, AS-61  
Capt. R. W. Stowbridge, AS-23  
1st Lt. H. S. Buchanan, AS-21

Also present:

Mr. Leo Rosen, AS-70  
Mr. Mark Rhoads, AS-14

The Chairman briefly reviewed the order setting up the Committee and the results of its two previous meetings. He recalled to the members that after the second meeting no further action was taken because uncertainties incident to budgetary problems and their effects upon our personnel levels and so on made it advisable to postpone action in regard to rotation of personnel. Recently Colonel Hayes inquired regarding the status of the Plan and indicated that he wanted the Committee to resume its deliberations. He desired that the Committee should make additional specific recommendations regarding rotation of personnel and indicated that the matter of rotating division chiefs should be explored.

In regard to the persons already rotated (Small, Douglas, and Ferner), Dr. Sinkov stated that he would like to keep Mr. Small for another six months. It was agreed that no further rotation of these personnel for at least six months would take place.

In answer to the question: should rotation be made for definite periods? Mr. Rowlett stated that he believed that it should depend on operational needs.

A review of the lists of rotatable personnel previously prepared by the division chiefs was made. After considerable discussion the names of the following were suggested for possible rotation:

Mr. Dumey, P-6, Chief of AS-76 to be interchanged with Mr. Clark, P-6, Assistant Chief of Security Division.

~~CONFIDENTIAL~~

Mr. Gordon, P-5, Chief of Project Section ,  
AS-76, to be interchanged with Mr. Austin,  
P-5, Chief of AS-83.

It was agreed that the wishes of the individual in each case should be consulted prior to any transfer.

Due to the difficulty in selection of personnel for rotation when selection is based on individuals rather than on the jobs held by them, it was agreed that a broader program based on a study of comparable job descriptions rather than on individuals be studied. Mr. Rhoads was designated to make this study.

The rotation of Staff members with operating personnel was discussed. It was agreed that this was important because business relations between these two categories of personnel would be aided by a knowledge of each other's problems. At present, if there are conflicts in views these are due mainly to the lack of appreciation of the other fellow's problems for it is the exceptional case where a Staff member has had any operating experience and vice versa. Because of the limitation on assignment of grades higher than P-4 to Staff, in accordance with a decision made by the Chief or Deputy Chief, ASA, it was felt that no good purpose would be served in rotating civilians from the operating divisions to the Staff, because it is personnel of grades higher than P-4 ordinarily who would accomplish the most good in this regard. It was deemed most important, however, that Staff members be rotated to operating divisions, in case they had no operating experience. In the future, it would be advisable to assign those who are to occupy Staff positions for a minimum of a year in the operating divisions. The present short tour is totally inadequate to give a proper appreciation of the problems to be encountered. The case of the 32 AAF officers to be assigned to ASA was cited. These officers are to be assigned to the operating divisions and not to Staff. Hence they will probably be better experienced than equivalent ASA officers in their detailed knowledge of operations and will be better equipped for their own operations in the Air Force and for effective liaison with ASA.

Rotation of Division Chiefs. Mr. Friedman reviewed the advantages to be gained from such rotation. In addition to the points cited in the minutes of the previous meeting, he felt that rotation of division chiefs would provide a freshness in point of view and prevent the solidification of people in jobs for long periods of time. An organization should not be dependent on one man or a very limited number of men, and although it would be a hardship on the individual to switch, the Agency as a whole would benefit. Cases were cited of such rotation in high administrative positions in the Bell Telephone System and in other companies. Mr. Sullivan was requested to ascertain from the Personnel Division of the Department of the Army or elsewhere pertinent data in regard to any studies made along this line in the commercial field.

~~C O N F I D E N T I A L~~

Mr. Rowlett objected to accepting as a valid generalization that the "new-point-of-view" idea is a good reason for rotating division chiefs. It does not always work out, and he does not believe in shifting for the sake of shifting. If vacancies occur, however, that is another matter. The application of "new broom" in practice often has repercussions and temporarily, at least, there is a possibility of creating inefficiencies.

Dr. Sinkov stated that he has been in his present position for a year and a half. It has been good experience because it has been new to him. He feels, however, that he is totally out of the picture in regard to cryptanalysis and the research laboratory fields. He would welcome the change for the stimulation that it would bring to him. His present position has become largely routinized.

Dr. Kullback had a neutral feeling in the matter. In his position as Chief of AS-70 he has dealings with both AS-80 and AS-90 and is between the two. However, he would not object to rotation.

Asked for his opinion, Captain Stowbridge indicated his view that rotation of high-echelon personnel, including division chiefs, would be good for the Agency.

Lt. Buchanan, representing Lt. Colonel Libby stated that he was too new in his present assignment to venture any views on the matter.

Mr. Sullivan stated that he had no views on the matter except to see that anything done was in harmony with Civil Service regulations.

Mr. Rosen indicated that while he knew that rotation of high-echelon personnel was a policy followed in the Bell Laboratories and elsewhere, he was opposed to the idea of shifting people around just for the sake of a change to see what might happen.

Mr. Rhoads was of the opinion that rotation of higher-echelon personnel, including Staff members and division chiefs, should be adopted as a general policy wherever or whenever practicable. He reiterated the fallacy of basing an organization on individuals rather than on sound organizational principles.

The meeting was then adjourned to await reports from Messrs. Rhoads and Sullivan.

WILLIAM F. FRIEDMAN  
Chairman

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Deputy Associate Director for Policy and Records

On 2013/10/27 by RS

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also, most operating personnel have had very little Staff experience.

in many cases Staff members have had no recent operational experience (within the past two years) and they would do fine even on the serious disadvantage in working around recommendations, or in holding down an operation with the ASA

## C O N F I D E N T I A L

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