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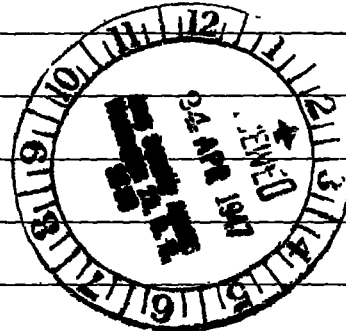
REF ID: A67434
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TO	FROM	TO	FROM
___ Chief, ASA..... (10)	___	<input checked="" type="checkbox"/> Ch, Security Div... (89)	<input checked="" type="checkbox"/>
___ Executive O (11)	___	___ Tech Staff..... (81)	___
___ Co'r Joint Oper..... (12)	___	___ Ch, Materiel Br.... (82)	___
___ Deputy Chief, ASA... (20)	___	___ Ch, Methods Br.... (83)	___
<input checked="" type="checkbox"/> Dir, Comm Res.... (14)	<input checked="" type="checkbox"/>	___ Ch, Protective Br. (84)	___
___ Ch, Pers Sec (21)	___	___ Ch, Maint Br..... (85)	___
___ Ch, Org & Tng Sec.. (22)	___	___ Ch, Res & Dev 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)	___
___ 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)	___	___	___

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- Information & Forwarding
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- Signature if approved
- Your action by
- Info upon which to base reply



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<input checked="" type="checkbox"/> Chief, ASA.....(10)	_____	_____	Ch, Security Div.....(80)
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Some weeks ago you inquired as to status of rotation plan and we agreed that until budget- any problems became settled it would be advisable to defer action on possible rotation. Do you feel that we may

now once REE FD: A67432 up
the matter and bring to
you specific recommendations
for rotating a few people?

J'

AS-14

Please pursue this
matter further and obtain
agreement among Division
Chiefs on personnel to
be rotated. (by name)
among Divisions

Discussed Col H re
rotation of Div Chiefs
He said this should be
explored but the rotation
of lower echelon personnel
decidable. 3

185A
24 Oct

27 Oct 47

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Concur

JW

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Q for Captain Stoubridge

I believe Mr Rowlett was opposed to rotating branch chiefs within his Division (paper underlined) believe this is important point

as Branch Chiefs
fall into the Executive
Category as far as
rotation is concerned

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②
③

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For Captain Elwood
approved HFE.

ROTATION PLAN MEETING
21 April 1947

Those present were:

Mr. William F. Friedman
Mr. Mark Rhoads
Mr. F. B. Rowlett
Dr. S. Kullback
Dr. A. Sinkov
Mr. D. Glenn Starlin
Captain L. J. Elwood
Captain R. W. Stowbridge

The Chairman opened the meeting at 1535 by stating that he felt that the Committee had as yet not fully complied with the directive issued by the Chief of the Agency (S.O. No. 171), which asked the Committee to study the problem of rotation of personnel and to submit a suggested policy for approval. He further stated that he thought the Committee might well crystallize the purpose of rotation plan, propose basic principles, suggest the limits, as regards echelons and classes of positions and personnel, to which a rotation policy might be applied, and so on.

After some discussion it was agreed: (1) that the purpose of a rotation plan is to develop from among the higher personnel of ASA a nucleus of people who would have as wide a practical knowledge of and experience in all the functions of the ASA as possible; (2) that the advantages to be gained would be of a long-term nature, viz., to establish a small cadre of people competent to operate an ASA installation or any large component thereof whenever and wherever emergency required such installations to be established, whether at home or abroad; (3) that in view of the closely integrated nature of the signal intelligence and communication security functions of the ASA, knowledge and experience in one of these fields is of great assistance in promoting effectiveness in the other, so that it is of advantage to the ASA to have among its first-echelon personnel a few who have had practical experience in both fields so as to provide for various contingencies and situations where a shift in management personnel might be necessary; and (4)

that obviously too much or too frequent rotation would not be conducive to efficiency of current operations, for there is a point where the disadvantages might outweigh the advantages of rotation, so that a carefully controlled plan would be necessary.

Dr. Sinkov stated that there were three points which should be considered: first, it ought to be decided just how far down the scale of positions rotation should be applicable; second, how often any one individual should be moved; and third, how often to make such changes.

Taking up the first point, the Chairman stated that the discussion might well start with a consideration of the various principal categories of positions which might be subject to rotation; that is, whether the rotation should be only inter-divisional, or between divisions and staff, or between military and civilian personnel, or between headquarters and overseas installations. As to intra-divisional rotation, it was agreed that this is a responsibility of the incumbent division chief himself. Mr. Rowlett was asked to review briefly just how such an intra-divisional rotation was carried on. He stated that they have two kinds of jobs; those in which broad experience is desirable, then those which require special knowledge and long experience. What he tries to do is to keep an eye on individuals, determining which are essential for long-term application in one job and which are desirable for dispersal to different types of assignment. He has rotated the latter type of individuals and finds that the result is that from 5 to 8% of the personnel rotated have been rotated to advantage. The Chairman asked if Mr. Rowlett would consider rotating Branch Chiefs, to which Mr. Rowlett answered emphatically in the negative on the grounds that that would create inefficiency. The Chairman agreed that rotation of personnel should not be made at the expense of efficiency in operation, and all present agreed that the efficiency of the Agency should come first rather than any long-term considerations.

As a result of discussion of the foregoing, it was agreed that there should be two principal categories of rotation: (1) among personnel performing purely administrative or executive functions, and (2) among personnel performing purely technical duties, where the know-how of complex and special techniques is all important or where a long background of experience with a complex of closely interrelated signal intelligence problems is quite necessary for efficient operation.

As to rotation between personnel in operating divisions and in staff, and between military and civilian personnel, it was agreed that such rotation would be highly desirable. The Chairman stated in this connection that in view of the many contacts between ASA staff and various groups in the War Department, and in view of the fact that the Chief of the Agency felt that such contacts should be made by commissioned officers, it was the policy to have the various sections of the staff headed by commissioned officers and that as a general rule positions above a certain grade would not be set up on staff. The Chairman went on to state that Colonel Neff had indicated that rotation of P-4 and lower personnel between operating divisions and staff would probably be acceptable.

In view of the lateness of the hour (nearly 1630) the Chairman stated that there was not sufficient time left to go into a discussion of the limits of grades and positions subject to rotation and the other points. Accordingly, he proposed adjournment to a date to be set later, after the minutes of this meeting had been examined.

WILLIAM F. FRIEDMAN
Chairman