

CONFIDENTIAL

ROTATION PLAN, MEETING

9 December 1946

at 1500 in Room 117

In accordance with paragraph 3, S.O. #171, Headquarters, Army Security Agency, dated 11 October 1946 (Tab A), the Personnel Rotation Committee held its first meeting. Those present were:

- Mr. Mark Rhoads* *18 122*
- (for W. F. Friedman, Chairman)
- Mr. D. Glenn Starlin ✓ *21 100*
- 1st Lt Lucille J. Elwood
- Capt. Robert W. Stowbridge ✓ *3:30 PM Monday*
- Dr. A. Sinkov ✓
- Dr. S. Kullback ✓
- Capt. Maurice R. Coombs
- (for Mr. Frank B. Rowlett) ✓

RESUME:

The reason for the rotation program is to spread the know-how of different jobs among as many people in key positions as possible for the benefit of the Agency.

So far, only personnel from Arlington Hall Station will be considered.

Military and civilian personnel will be chosen for the rotation program.

Personnel chosen will be limited to Division Chiefs, Branch Chiefs, and Technical Staffs.

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Names are to be selected from the three Divisions and formed into groups for rotation.

Division Chiefs will prepare lists of personnel within their own Divisions who will be eligible for rotation.

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1. The meeting opened with Mr. Rhoads reading the memorandum ordering meeting for discussion of rotation plan. Mr. Rhoads stated that the main purpose of the meeting was to get ideas on the subject of civilian personnel rotation policy and asked Mr. Starlin to sketch briefly the background and necessity for such a committee. It seems that the idea of having Division Chiefs rotated in their assignments was expressed a long time ago by Colonel Gorderman, and the same thought was also expressed by Colonel Hayes. Not only was Colonel Hayes in agreement with Colonel Gorderman's idea but expressed the feeling that rotation should extend further than Division Chiefs. In view of this, the thought was expressed whether rotation should apply to technical people under Division Chiefs, and how far down the line the plan should apply.

2. Mr. Rhoads asked how far down this rotation plan should go. The opinion was expressed that a policy should be established to determine this matter, and that was one of the reasons why the committee was meeting. The question was also raised as to whether or not administration positions should be included in the rotation plan.

3. Mr. Rhoads stated that the reason for the rotation plan is to sprrad the know-how of different jobs among as many people as possible for the benefit of the Agency. Dr. Sinkov stated that a further purpose of the plan is to provide among the more experienced and higher ranking personnel a nucleus of people who would have general training in all functions of the agency -- ^{as possible} "we should have people at the top who can be placed in any position in the Agency in case of an emergency." Dr. Sinkov further stated that the Agency should consider the idea of establishing possibly 8 or 10 lists of names, each list consisting of three or at least two people with the same rating and with the same general kind of functions. Each group could be rotated on the basis of one or two months apart until after a period of one year or one and a half year--thus getting back to the first group again and then another change made in groups. The opinion was expressed that not too many groups of people should be moved about at the same time because of confusion. (NOTE: a "group" being one from each Division who are to be interchanged.)

4. It was stated that it would take considerable study of jobs and personnel to make up these small groups of two or three people, and if some kind of program could be worked out, the groups would not be moved too often. Mr. Rhoads asked if it would be considerable trouble to find any great number of people capable of being switched within the three Divisions. Careful study will be needed to determine what people can be used and how far down the line to go. Mr. Rhoads asked if the Division Chiefs were prepared to study the jobs in their Divisions which would be considered right for rotation. Dr. Sinkov replied

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that only a small class of people in his Division could be considered since most of his people are of the highly technical and clerical classes, and he would not recommend going below Branch Chiefs, except in special cases and unless the Technical Staffs of the Divisions are being considered.

5. Mr. Rhoads asked whether Dr. Sinkov would not consider switching cryptanalysts in his Methods Branch with those in the Cryptanalytic Branch, for example. Dr. Sinkov replied that to move people of this class would make it complicated. He further stated that only people of general overall responsibilities should be considered and going below this would create inefficiencies. Mr. Rhoads stated that in some cases it might be advisable to make switches among the lower classified personnel.

6. Dr. Sinkov stated that there are three essential questions to be answered. First, how often should any one individual be moved; second, the minimum period any one individual should be kept on a job for efficiency; and third, how often is a change going to be made among the groups. The question was also brought up how these teams or groups of people should be made up. Mr. Rhoads asked Mr. Starlin if a start could not be made by listing people who fall in the P-4 to P-8 classes. Mr. Starlin felt that choosing personnel for such a rotation plan would be difficult for him since he is not a judge of the type of personnel to be chosen. His job would be primarily to see that the moves and changes are made smoothly and help to make the program run as effectively as possible. The question came up as to how effectively could the people be chosen, to which Dr. Sinkov replied that the program after a period of use and trial would indicate how effectively the jobs had been selected for rotation.

7. Returning to the question of jobs to be chosen for rotation, the opinion was expressed that Division Chiefs, Branch Chiefs and Technical Staffs would be the only personnel to be used for the rotation plan, although Mr. Rhoads stated that rotation between Staff and Operational Divisions might be beneficial. Dr. Kullback raised the question whether this rotation plan would apply to personnel in ASA, Europe and ASA, Pacific. It was generally agreed that it should be confined to Arlington Hall Station at present, but the two Theaters were not ruled out. The question was also raised as to whether military as well as civilian personnel were to be included, to which Captain Stowbridge replied in the affirmative since the problem has some bearing on mobilization assignments of reserve officers who are now working at Arlington Hall Station as civilians.

8. The meeting came to a close with the request that Division Chiefs start preparing lists of jobs within their own Divisions which they would consider suitable for rotation,

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keeping in mind the jobs that can be considered. These lists are to be sent to Mr. Rhoads to be included at the end of these minutes. They are attached hereto as follows: Tab A - Special Orders No. 171; Tab B - Security Division Personnel List; Tab C - Research and Development Personnel List; Tab D - Operations Division Personnel List.

MARK RHOADS
Acting Chairman

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ROTATION PLAN MEETING

9 December 1946

at 1500. in Room 117

In accordance with par 3 S.O. # 171, 14g. ASA, dated 11 Oct 46 (Tab A), the Personnel Rotation Committee held its first meeting.

Those present were:

D. Glenn Starlin
 1st Lt Lucille J. Elwood
 Capt. Robert W. Stowbridge
 Dr. A. Sinkov
 Mark Rhoads (*for William F. Friedman*) *Chairman*
 Dr. S. Kullback
 Capt Maurice R. Coombs (*for*
 Mr. Frank B. Rowlett)

Resumé

The meeting opened with Mr. Rhoads reading memorandum ordering meeting for discussion on rotation plan. Mr. Rhoads stated that the main purpose of the meeting was to get ideas on the subject of civilian personnel rotation policy and asked Mr. Starlin to sketch briefly the background and necessity for such a committee. It seems that the idea of having Division Chiefs rotated in their assignments was expressed a long time ago by General Corderman, and the same thought was expressed by Colonel Hayes. Not only was Colonel Hayes in agreement with Colonel Corderman's idea but expressed the feeling that rotation should extend further than Division Chiefs. In view of this, the thought was expressed whether rotation should apply to technical people under Division Chiefs, and how far down the line the plan should apply.

Mr. Rhoads asked how far down the rotation should go. ~~The length~~ The opinion was then expressed that a policy should be established to determine how far down the line the plan should go, and that was one of the reasons why the committee met. The question was raised whether administration positions should be included also.

Mr. Rhoads indicated that the reason for this rotation plan is to spread the know-how of different jobs among as many people as possible for the benefit of the Agency, ~~in case of emergency~~. ^{a further} Dr. Sinkov ~~further~~ stated that ~~the~~ purpose of the plan was to provide among the more experienced and higher ranking personnel a nucleus of people who would have general training in all the functions of the agency--"we should have people at the top who can be placed in any position in the Agency in case of an emergency." Dr. Sinkov further stated that the Agency should consider the idea of establishing possibly 8 or 10 lists of names, each list consisting of three or at least two people with the same rating and with the same general kind of functions. Each group could be rotated on the basis of one or two months apart, until after a period of one year or one and a half year--thus getting back to the first group again, and then another change in groups. The opinion was expressed that not too many groups of people should be moved about at the same time because of confusion. (Note - a "groups" being one from each division who are to be interchanged)

It was stated that it would take considerable study of jobs and personnel to make up these small groups of two or three people, and if some kind of program could be worked out, the groups would not be moved too often.

Mr. Rhoads asked if it would be considerable trouble to find any great number of people capable of being switched within the three divisions. Careful study will be needed to find out what people can be used, how many and how far down to go. Mr. Rhoads asked if the Division Chiefs were prepared to study the jobs in their divisions which they would consider right for rotation.

Dr. Sinkov replied that only a small class of people in his Division could be considered since most of his people are of the ^{highly technical and} clerical class, and he would not recommend going below branch Chiefs, except in special cases, unless the technical staffs of the Divisions are being considered.

Mr. Rhoads asked whether Dr. Sinkov would not consider switching ^{cryptanalysts Methods} ~~someone~~ in his branch with ^{those} ~~someone~~ in the Crypt-analytic Branch, for example. Dr. Sinkov replied that to move people of this class would make it complicated. Dr. Sinkov further stated that people ^{only} ~~more~~ of ^{general overall} ~~the more~~ responsible ^{like} ~~type of personnel~~ should be considered and going below this would create inefficiencies. Mr. Rhoads said that in some cases it might be advisable to make switches among the lower classified personnel.

Dr. Sinkov stated that there are three essential questions to be answered. First, how often should anyone individual ~~should~~ be moved; second, the minimum period any one individual

should be kept on a job for efficiency; and third, how often is a change going to be made among the groups. The question was brought up how these teams or groups of people should be made up. Mr. Rhoads asked Mr. Starlin if a start could not be made by listing ~~xxxxxx~~ people who fall in the P-4th to P-8th class. Mr. Starlin felt that choosing personnel for such a rotation plan would be difficult for him since he is not a judge of the type of personnel to be chosen for this rotation. His job would be primarily to see that the moves and changes are made smoothly and help to make the program run smoothly. The question came up as to how effectively could the people be chosen, to which Dr. Sinkov replied that the program after a period of use and trial would indicate how effectively the jobs had been selected for rotation.

Returning to the question of jobs to be chosen for rotation the opinion was expressed that Division Chiefs, Branch Chiefs and ~~their~~ technical staffs would be the only personnel to be used for the rotation plan, although Mr. Rhoads stated that rotation between Staff and Operational Divisions might be beneficial. Dr. Kullback raised the question whether this rotation plan would apply to personnel in ASA, Europe and ASA, Pacific. It was generally agreed that it should be confined to AHS at present, but the other was not ruled out.

The meeting came to a close with ~~xxxxxxx~~ the request that Division Chiefs start preparing lists of jobs within their own Divisions which they would consider suitable for rotation, keeping in mind the jobs that can be considered. ~~xxxxxxx~~ These lists are to be sent

to Mr. Rhoads to be included at the end of these minutes.

They are attached hereto as follows: Tab B, Security Div, Tab C, R + D Div., Tab D, Operations Div. *Mc, acting chairman*

The question was raised as to whether military personnel would be included, to which Capt. Stouffer replied in the affirmative since the problem was a new working out of reserve assignments of reserve personnel into a new working out of AHS as civilian

RESUME:

The reason for the rotation program is to spread the know-how of different jobs among as many people in key positions as possible for benefit of Agency.

So far, only personnel from AHS will be considered.

Military and civilian personnel would be chosen for the rotation program.

Personnel chosen would be limited to Division Chiefs, Branch Chiefs, and Technical Staffs.

Names are to be selected from the three Divisions and formed into groups for rotation.

Division Chiefs will prepare lists of personnel within their own Divisions who will be eligible for rotation and submit these lists this week.