

15 Mar 49

Colonel Clarke:

After looking over the attached list of replacements for key positions (Understudies), I recommend that we:

(1) Rotate the three division chiefs immediately

Each one claims that his immediate assistant is fully qualified to take over the duties, hence, the rotation is not only desirable but practicable.

(2) Let each of these P-8's remain in new division spot for six months, then rotate to the third division.

(3) Leave Assistant Division Chiefs in present spot for the year required to accomplish the rotation of the Chiefs; then rotate the Assistants in the same manner.

The first year, in which they are working for new and theoretically "green" Division Chiefs, will give them plenty of experience as "Acting Chief". During the succeeding year, while rotating as assistant chief of the new divisions, they will acquire experience which will fit them for higher type duties if that becomes necessary.

(4) Have the branch chiefs rotated, within limits, three months after new division chief takes over; this rotation to be into other branches and key civilian staff positions.

This will give the newly arrived division chief 3 months with the division operating under normal complement of personnel, to assist him in getting oriented into the job.

The term "within limits" is employed because some of the

branches are so highly specialized that general rotation is not feasible. For example Mr. Spalding, Chief of Technical Staff, AS-71, which deals with patents, legal matters, history, etc., could probably not take over the Laboratory Services Branch, AS-75, which is a machine shop; nor could Mr. Kelly, Chief of this Branch, take over Technical Services.

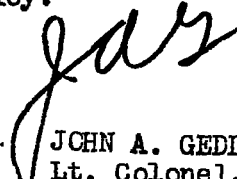
(5) Leave Assistant Branch Chiefs in present spot for approximately the year required to accomplish the rotation of the Chiefs; then rotate them in the same manner.

Once again, during the first year they will essentially be performing the duties of chief of the branch, since they will be working for new people during this time. After that, they can further their qualifications by learning the other jobs in the division for which they have some background.

(6) Take no action on rotation of Section Chiefs until it is determined how the program on Division and Branch Chiefs is working.

(7) In cases where a fully qualified replacement is not available to replace Section Chiefs, that the Division concerned be directed to initiate immediate action to train a replacement or to review qualifications of people in other Divisions to locate someone qualified to take over the job.

No mention has been made of the separate branches/^{or} of military personnel in the Staff Sections in the above recommendations, since it is considered that fully qualified replacements are practically immediately available on the open market for the administrative civilian positions, and the military personnel are currently covered by plans of the type submitted to you in January, being rotated by normal army policy.


JOHN A. GEDDES
Lt. Colonel, Signal Corps

1 Position	2 Incumbent & Grade	3 Key Positions, Office of Special Assistant to Chief, ASA Expected Date of Departure (Ap- plicable only to military personnel)	4 Deputy or Alternate or replace- ment.	5 Degree of Qualification of Individual Mentioned in Col. 4	6 Remarks
Special Assist- ant to Chief ASA	William F. Friedman P-8		Mark Rhoads P-6	Partially	
Chief, Historical Section	1st Lt. Thomas F. Fawcett	30 Apr 49	Evert Conder P-3	Completely	
Chief, TICOM Section	Thomas A. Miller P-3		Capt. Mary C. Lane	Completely	

Key Positions
AND UNDERSTUDIES

KEY POSITIONS - PERSONNEL AND TRAINING BRANCH

Position	Incumbent and Grade	Deputy or Alternate or Replacement	Degree of Qualification	Remarks
Chief, AS-61	John I. Sullivan CAF-13	Gertrude E. Kirtland, CAF-11 Ethel Fish, CAF-11 William M. Holleran, CAF-9	Partially Partially Partially	See attached statement
Chief, Employee Utilization Section	Gertrude E. Kirtland CAF-11	William M. Holleran CAF-9	Completely	
Chief, Civilian Training School	Helen J. Cazneau CAF-8	Marlys Larson, CAF-7	Partially	Needs additional administrative experience
Chief, Salary & Wage Section	Ethel Fish, CAF-11	Wylna Flynn, CAF-11	Completely	
Chief, Administrative Section	Ruth F. Johnson CAF-9	Myrtle J. Ware, CAF-7	Completely	
Chief, Administrative Unit	Josephine P. Fannon CAF-7	Catherine Faron CAF-4	Partially	Has mechanical operation experience but needs additional training in administrative operation
Chief, Payroll	Myrtle G. Ware, CAF-7	Sally V. Leubig CAF-6	Completely	

NOTE: No expected dates of departure given. All incumbents are civilians.



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KEY POSITIONS - PERSONNEL AND TRAINING BRANCH

Remarks on Qualifications of Replacements listed for Position of Chief, AS-61:

The peculiar requirements of this position make it desirable to have a male replacement. Miss Kirtland needs training in Administration, Salary and Wage, and the overall direction of the Branch. Mrs. Fish needs training in Administration, Employee Utilization, and overall direction of the Branch. There are only six male employees assigned to the Branch at the present time, and Mr. Holleran is the best qualified male replacement. Mr. Holleran is well trained in Employee Utilization and has acquired administrative experience as former Assistant Chief, AS-82. He needs training in Salary and Wage, Payroll and Records, and general direction. With this additional training, he will make a good replacement.

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KEY POSITIONS, SUPPLY BRANCH (AS-62)

1 Position	2 Incumbent & Grade	3 Expected Date of Departure	4 Deputy or Alternate or Replacement	5 Degree of Qualification of Individual Mentioned in Col. 4	6 Remarks
Chief, AS-62	Maj. James E. Wood	Summer of 1949 Will complete 3 yrs on present asgmt or Fall of 1951. Category III.	Capt. J.H. Rentz	Completely	Capt. Rentz, QM Res has MOS 4010 & is asgd duty 4000. Just ret'd to ac- tive dty & had 3½ yrs o'seas.
Asst. Chief	H.P. Cassidy CAF-10		Capt. J.H. Rentz	Completely	If Capt. Rentz replaces Maj. Wood, then Lt. K. J. Hockett could partially replace Mr. Cassidy. Lt. Hockett needs more staff time before as- suming Branch Chief
Chief, Quartermaster Section	Capt. John H. Rentz	Fall 1951	None		
Chief, Signal Supply Sec.	1st Lt Kenneth J. Hockett	Summer 1949	1st Lt Charles V. O'Toole	Completely	Lt. Hockett due trans- fer to ASA Europe. See last entry present asgmt of Lt. O'Toole
Chief, Admn Section	WO(jg) Rene J.A. LaPlante	Fall 1951	None		Just returned fr o'seas duty in 1948
Chief, S&I Sub Section	1st Lt Charles V. O'Toole	Summer 1950	1st Lt William J. Rogan	Completely	Due back from ASA Europe in April, 1949

AS-62
Key Positions
AND UNDERSTUDIES

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KEY POSITIONS, RESEARCH AND DEVELOPMENT DIVISION (AS-70)

1 Position	2 Incumbent & Grade	3 Expected Date of Departure	4 Deputy, Alternate or Replacement	5 Degree of Qualification of Individual Mentioned in Col. 4	6 Remarks
Chief, AS-70	S. Kullback P-8		Leo Rosen P-7	Completely	
Asst. Chief, AS-70	Leo Rosen P-7		H.C. Barlow/C.R. Deeter	Partially	
Executive, AS-70	Alfred W. Rose CAF-10		Lt. H.L. Holshouser	Partially	
Chief, Technical Staff, AS-71	Frederick F. Spalding P-5		George E. McKean	Partially	
Chief, Operations Section	George E. McKean P-4		Rose C. Rosen	Partially	
Chief, History, Records & Reports Section	Rose C. Rosen P-2		Ellen Budd	Partially	Recently Assigned
Chief, Legal Section	Elizabeth M. Roberts P-3		Thomas G. Mays	Partially	Recently Assigned
Chief, Patent Section	Henry B. Stauffer P-5		None		
Chief, Ciphony & Cifax Branch, AS-72	Clarence C. Wright P-6		M. M. Mathews, Jr.	Completely	
Executive	Jessica Hunter CAF-8				

AS-70
~~CONFIDENTIAL~~
 Key Positions
 and Understudies

1	2	3	4	5	6
Chief, Laboratory Services Br., AS-75	Frederick M. Kelley P-5		Joseph Valentino	Partially	
Asst. Chief	Joseph Valentino P-4		Frank Trost/G.W. Boyer	Completely	
Chief, Machine. Design, Drafting & Material Testing Sec.	Maurice Flaherty P-3		V. M. Campanella	Partially	
Chief, Model and Tool Sec.	Frank E. Trost Gr 24		Donald Bogerd	Partially	
Chief, Cryptologic Br., AS-76	Arnold I. Dumey P-6		James H. Douglas	Completely	
Executive	John W. Russell CAF-9		None		
Chief, Photo-electric Sec.	Robert E. Sikes P-5		Jules I. Kanter	Partially	
Chief, Cryptanalytic Machines Sec.	Herbert W. Kiefert P-5		Jules I. Kanter	Completely	
Chief, Projects Sec.	Daniel M. Dribin P-5		Warren H. Turner	Completely	
Chief, Electronics Br., AS-77	Charles J. Schierlmann P-6		C.R. Deeter/E.T. Rowland	Completely	
Asst. Chief	Eynon T. Rowland P-5		Roger Moulton/D.S. Ashley	Completely	
Chief, Development Sec. (a)	Roger Moulton P-5		W. N. Cole	Completely	

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1	2	3	4	5	6
Chief, Development Sec. (b)	Dwight S. Ashley P-5		K. V. Bell	Partially	
Chief, Development Sec. (c)	Ray L. Bowman P-5		E. J. Armata	Partially	
Chief, Development Sec. (d)	Harold D. Bankson P-4		A. G. Sayre	Completely	

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KEY POSITIONS, SECURITY DIVISION (AS-80)
(Date to Cover Division, Branch, and Section Chiefs)

24 February 1949

1 Position	2 Incumbent & Grade	3*	4 Replacement	5* Degree of Qual.	6 Remarks
Chief, AS-80	Dr. A. Sinkov P-8		Mr. H. L. Clark P-6	C	
Asst. Chief	Mr. H. L. Clark P-6		Mr. F.C. Austin P-5	P	Mr. Austin needs on-the-job experience
Chief, Adminis- trative Sec	Mr. C. B. Will CAF-10		None		
Chief, Histori- cal Section	Mr. O.D. Wilson P-2		None		Mrs. Funston who is partially qualified is resigning in the near future.
Chief, Technical Staff*	Mr. W. Brann P-6		Mr. A. Small P-6	P	Mr. Small has had considerable experience along necessary techni- cal lines. He lacks staff experi- ence and contacts.
Chief, Facili- ties Section*			None		
Chief, Planning Section	Mr. T.R. Chittenden P-5		Mr. D. Croskery P-4	P	Mr. Croskery needs at least two years experience and training.
Chief, Materiel Branch	Mr. W. V. Russo P-5		Mr. R. Battey P-4	C	
Asst. Chief, Materiel Branch	Mr. R. Battey P-4		Mr. C. Wernle CAF-9	P	Mr. Wernle needs more administra- tive experience.

1 Position	2 Incumbent & Grade	3 REF ID: A68814	4 Replacement	5 Degree of Qual.	6 Remarks
Chief, Distribu- tion Section	Mr. C. Hungerford CAF-8		Mrs. V. Williams CAF-6	C	
Chief, Machine Process Section	Mr. D. Dahlquist CAF-8		None		Qualified candidates for replacement from AS-85 are making higher salaries than a CAF-8.
Chief, Production Section	Mr. B. Swink CAF-9		Mr. J. Lanning Grade 21	P	Mr. Lanning makes more money in the shop than Mr. Swink. He lacks office management experience.
Chief, Registered Publications Sec	Mrs. Ona Laverty CAF-8		Mrs. E. Robertson CAF-5	C	
Chief, Systems Requirements	Mr. C. Wernle CAF-9		Mrs. V. Williams CAF-6	P	Mrs. Williams needs more experience in certain sections of AS-82 to qualify completely.
Chief, Methods Branch	Mr. F. C. Austin P-5		Mr. W. F. Beck P-4	P	Mr. Beck does not have a thorough cryptanalytic background.
Asst. Chief, Methods Branch	Mr. W. F. Beck P-4		Mr. H. Hackbarth P-4	C	
Technical Consultant	Mr. A. Small P-6		Mr. R. Page P-4	P	Mr. Page does not have a thorough technical engineering experience.
Chief, Analysis Section	Mr. R. A. Page P-4		Miss D. Deming P-4	C	
Chief, Procedures and Publication Section	Mr. H. Hackbarth P-4		Mr. G. Belliveau P-3	C	

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1 Position	2 Incumbent & Grade	3 4 Replacement	5 Degree of Qual.	6 Remarks
Chief, Examination Section	Captain R. Barch	None		Replacement should be officer
Chief, Protective Branch*	Mr. C. Corry P-5	Mr. R. Spurr CAF-11	P	Mr. Spurr lacks experience in overall communications security functions.
Chief, Traffic Analysis Sec	Vacancy P-4	Mr. J. E. Allen P-2	P	Mr. Allen has inadequate communications security background.
Chief, Procedure Analysis Sec	Mr. R. J. Spurr CAF-11	Mr. B. Lisonbee CAF-9	C	
Chief, Maintenance Branch	Mr. K. Kuhn P-5	Mr. A. Wieder P-4	P	Mr. Wieder requires additional experience.
Asst. Chief, Maintenance Branch	Mr. A. Wieder P-4	Mr. H. Kelly P-3	P	Mr. Kelly requires additional experience.
Chief, Material Requirements Section	Mr. F. Lampert P-3	Mr. E. Montesion CPC-10	P	Mr. Montesion requires additional experience.
Chief, Repair Section	Mr. H. Kelly P-3	Mr. E. C. Flowers P-3	C	
Chief, Engineering Section	Vacancy P-4			

NOTES: *

No Assistant Chief, AS-81
 No Chief of Facilities Section due to critical grade limitations (real reason is that no suitable candidate has been found) JdB
 No Assistant Chief of AS-84 due to critical grade limitations (Section and present responsibilities so small that Asst Chief not considered necessarily now) JdB
 Vacancies are approved positions but for which qualified candidates have not been found to date.
 Column 3 only applies to Captain Barch for whom an expected date of departure is not known.
 Column 5: C - Completely P - Partially

KEY POSITIONS, OPERATIONS DIVISION (AS-90)

1 Position	2 Incumbent & Grade	3 Expected Date of Departure (Applicable only to military personnel)	4 Deputy or Alternate or Replacement	5 Degree of Qualification of Individual mentioned in Column 4	6 Remarks
Chief, AS-90	Frank B. Rowlett P-8		Maj. Maurice H. Klein	Completely	
Asst. Chief	Maj. Maurice H. Klein	Expiration of Military Appt.	Gordon W. Sommers CAF-11	Completely	Conversion to Civilian status at completion of Military Appt.
Chief, Laboratory Branch, AS-91	Alfred H. Feeney P-5		James M. Sherwood P-3	Completely	Mr. Sherwood has indicated he will attend school starting June 1949
Chief, Photography Section	Charles H. Menhart CAF-8		Douglas J. McDonald CAF-7	Completely	
Chief, Laboratory Section	James M. Sherwood P-3		None	Completely	Military or Civilian replace- ment-being- sought

AS-90
Key Asst. Chief
- Laboratory -

Chief, Machine Branch, AS-92	Albert E. Highley P-6	William J. Lawless, Jr. P-5	Completely
Asst. Chief	William J. Lawless, Jr. P-5	John P. Hassett CAF-9	Completely
Methods & Prod. Section	William J. Lawless, Jr. P-5	Almon E. Daniels P-3	Completely
Special Service Section	Turner S. McLaurin P-5	Stanley R. Thorne P-4	Completely
Chief, General Processing Branch, AS-93	Hugh S. Erskine P-6	Benson K. Buffham P-5	Completely
Asst. Chief	Benson K. Buffham P-5	John P. Hassett P-5	Completely
 AS-93-C	Sydney Jaffe P-5	Paul K. Hartstall P-5	Completely
Eastern European Section, AS-93-D	Carl P. Klitzke P-5	Elizabeth Brownell P-4 Frank A. Brugger P-4	Completely Completely
Near East Section, AS-93-G	Henry J. Herczog P-4	Emanuel Azar P-4	Completely
Far East Section, AS-93-H	Richard A. Faust P-3	James H. Lakeman P-3	Completely
Commercial Section, AS-93-K	Herman W. Phynes P-2	James H. Reynolds CAF-4	Completely
Romance Section, AS-93-P	Caleb Bevans P-5	Samuel R. Hall P-4	Completely

Chief, Intercept Control Branch, AS-94	John A. McIntire P-6	George A. Porter CAF-11	Completely		
Asst. Chief	George A. Porter CAF-11	Richard R. Neil P-4	Completely		
Teletype Section, AS-94-B	George A. Porter CAF-11	Helen L. Williams CAF-9	Completely		
Facilities Section, AS-94-C	John A. McIntire P-6	Richard R. Neil P-4	Completely		
Requirements Section, AS-94-D	Hollis C. Brown CAF-10	Lee Briggs CAF-8	Completely		
Chief, Information & Documents Branch, AS-95	Maj. Maurice H. Klein	Expiration of Military Appt.	Gordon W. Sommers CAF-11	Completely	Conversion to Civilian status at completion of Military Appt
Asst. Chief	Gordon W. Sommers CAF-11	Julia Ward P-5	Completely		
Information Section, AS-95-A	Julia Ward P-5	Hubert E. Stiles P-4	Completely		
Bulletin Section, AS-95-B	Frank Steinmetz CAF-10	James F. Hoolsema P-2	Completely		
Library Section, AS-95-C	Hazell Nelson P-3	Ruth A. Bradway P-2	Completely		
Document Section, AS-95-D	Hazel Mitchell CAF-9	Helen Granger CAF-6	Completely		

Chief, Technical Staff Section, AS-96	Dale E. Marston P-5	Paul R. Reimers P-5	Completely
Asst. Chief	Paul E. Reimers P-5	George Vergine P-5	Completely
Chief, Special Processing Branch, AS-97	Oliver R. Kirby P-6	Thomas F. O'Brien CAF-10	Completely
Plain Text Section, AS-97-A	Jacob Gurin P-4	Nicolas M. Murphy P-3	Completely
Machine Analysis Section, AS-97-B	Cecil R. Porter P-4	Alfred W. Hesse P-4	Completely
Traffic Analysis Section, AS-97-C	Theodore L. Squier, Jr. P-4	(ACT.) John J. Connelly, Jr. P-3	Completely
Traffic Section, AS-97-D	Loron B. Phelps, Jr. P-3	Lester S. Truex 1st. Lt.	Completely Spring of 1951
Manual Section, AS-97-E	Edward E. Christopher P-5	Burton Phillips P-4	Completely
Linguistic Control Section, AS-97-F			
Training & Research	James K. Lively P-4	Marie A. Meyer P-4	Completely
Operations	Henry A. Sauerwein, Jr. P-4	James Neilson P-3	Completely

KEY POSITIONS, HEADQUARTERS ARLINGTON HALL STATION (AS-40)

1 Position	2 Incumbent & Grade	3 Expected Date Of Departure	4 Deputy or Alter- nate Replacement	5 Degree of Quali- fication of In- dividual Mentioned in Col. 4	6 Remarks
Commanding Officer	Lt. Col Russell D. Barros	Spring 1950	Maj. George M. Gaither	Unknown.	Major Gaither's assign- ment is tentative.
Executive Officer	Capt. William L. Car- son	Summer 1950	None.	* - -	None.*
Administrative Officer	Vacancy	- - -	- - -	- - -	- - -
Provost Marshal	1st Lt. William T. Maloy	Unknown	1st Lt. David K. Page	Fully qualified.	None.
C O Hq & Hq Co	Capt. Edward T. Jergensen	Summer 1950	1st Lt. Andrew C. Biehko	Partially qualified.	Lt. Biehko needs ad- ditional training in administrative matters.
CO, WAC Det	Capt. Betty M. McCraben	Has request for transfer pend- ing.	None.	- - -	- - -
Post Surgeon	Capt Henry E. Lallmann	Fall 1949	None.	- - -	- - -
Legal Assis- tance Off.	Capt. Andrew L. Seisler	Fall 1949	None.	- - -	- - -
Special Ser- vice Off.	Capt. George I. Kealey	Unknown	None	- - -	- - -

KEY POSITIONS, HEADQUARTERS ARLINGTON HALL STATION (AS-60) (Contd)

1	2	3	4	5	6
Transportation Officer	Capt. Wendell L. Monson	Fall 1950	1st Lt. John W. Riley	Partially qualified.	Lt. Riley needs further training in administra- tive matters, however the majority of trans- portation work is actu- ally performed by Mr. McCallough, Trans Agent
Motor Trans- port Off.	1st Lt. John W. Riley	Fall 1950	None.	- - -	- - -
Post Exchange Officer	1st Lt. Edwin B. Gale	Unknown	None.	- - -	- - -
Unit Personnel Off.	CWO John P. Winters	Winter 1950	None.	- - -	- - -
Post Engineer	Mr. Robert H. Hessel P-4		None.	- - -	- - -
Transportation Agent	Mr. Charles E. Mc- Callough, CAF-9		None.	- - -	- - -
Chief Telephone Operator	Mrs. Mildred E. Mc- Credie, CAF-4		None.	- - -	- - -

This Organization does not have understudies available,
with the one exception of Executive Officer.