

COORDINATION COMMITTEE FOR CLASSIFICATION  
AND WAGE ADMINISTRATION OF THE CIVILIAN  
EMPLOYMENT BOARD, AHS

15 April 1947

MEMORANDUM to the Members of the Committee, vis.

Dr. S. Kullback  
Mr. F. B. Rowlett  
Dr. A. Sinkov  
Lt. Col. J. M. Libby  
Mr. D. Glenn Starlin

*Return to  
AS-14*

1. There is forwarded herewith a copy of the minutes of a conference held at the Naval Communications Annex by the Subcommittee charged with the investigation of classification, job description and related civilian personnel procedures at other Government agencies. Additional agencies will be visited in the future as time permits.

2. Your comments and/or suggestions are desired.

1 Incl  
Conference at NCA

WILLIAM F. FRIEDMAN  
Chairman

**BASIC FILE**

WASHINGTON 25 D.C.  
ARMY SECURITY AGENCY  
HEADQUARTERS



**CONFERENCE ON PERSONNEL CLASSIFICATION  
At NCA  
6 January 1947**

1. The members of the Subcommittee of Coordination Committee for Classification and Wage Administration of the Civilian Employment Board met with Miss McCabe of Op-20-N (a former Wave Officer in operations) to discuss matters relating to Navy method of classification of civilian personnel, writing of job descriptions and personnel procedures. Miss McCabe is the CIC of civilian personnel at NCA.

2. Those present from ASA were:

Mr. Mark Rhoads, Chairman  
 Capt W. C. Washcoe, Security Division  
 Capt M. B. Coombs, Operations Division  
 Mr. A. W. Rose R & D Division

3. Early in the discussion it became evident that the chief distinguishing factor between the Navy organization and the Arlington Hall organization with respect to classification of personnel was the status of the latter agency as a field service organization. This means that the channels through which Arlington Hall must go are more cumbersome than those at the Navy. Some discussion was given to a reason for Arlington Hall being classified as a field service agency, since it is within the area commonly known as the Military District of Washington.

4. Miss McCabe explained that Op-20-N job descriptions for new personnel or vacancies that are desired are written by operations personnel. The supervisor, for instance, is charged with the responsibility of properly describing a job under his supervision, properly emphasizing those functions that are important. Thus technical operational jobs are described by technically trained operations supervisors and put into final form for allocation, as opposed to the Arlington Hall situation wherein the job analyst may be less technically qualified to describe a technical job properly. The Arlington Hall analyst prepares the job description through personal interviews and with reference to a job description booklet. Once the job description has been prepared in Operations in the Navy, it comes to Miss McCabe who checks it for form and presentation, and prepares it for the action of a Civil Service Board, which is a local board made up entirely of Operations personnel and presided over by the captain in command (Capt Harper) of the installation. The Chief of the Personnel Section, Miss

McCabe, acts as Secretariat to this Board. The Board examines the descriptions as presented. Occasionally they are referred back to operational personnel for additional information. The Board is most careful to eliminate any superfluous or exaggerated information and seems to take pride in its record with respect to passing on only those job descriptions that are adequate to the needs of Civil Service. From the Board the job goes to a Civil Service representative who comes out to Op-20-N from Navy headquarters and who has the authority to allocate the job up to and including P-6 and CAF-13. Actually, the job description may be highly classified. This Civil Service representative is cleared for the most highly classified details that might come about, and an extracted and unclassified version of the job description is prepared to send to the Civil Service Commission. It may tell little or nothing other than to indicate the class or series that the job should fit in, since the Civil Service relies entirely upon their representative who visits the agencies and is familiar with the most intimate workings of their organizations.\* Jobs higher than P-6 or CAF-13 must go to a higher echelon of Civil Service which heretofore relied upon its representative.

5. Miss McCabe stated that a supervisor generally indicates to her the type of individual desired for the job and its grade. She considers her organization a service to Operations, and once a requirement is expressed by Operations, her position in life seems to be to bring about the desired end within the regulations set forth by Civil Service.

6. Miss McCabe was asked about the basic organization and how it had been set up. She explained that a former Civil Service personnel man had turned up in uniform in the Navy and had been given the job of getting the descriptions going and ready for the initial allocation. She indicated that from time to time a higher technical rating, say a P-4 for instance, is attached to a particular job because of competition with commercial firms. If individuals capable of doing the job as expressed are unavailable, the general solution in such cases is to remove certain of the responsibilities from the job, making it a lower grade, for instance a P-2; thus making it possible to take a recent university graduate, hire him at the lower grade, and give him training so that he can grow into the job. In the meantime, the P-4 description and allocation are held in the file until such time as the individual is capable of filling the position. This means that two job descriptions exist for a particular vacancy but only one is used at one time. This procedure is based on the theory that someone doing a portion of the work is better than no one at all.

\*Since this is not the case at ANS, it would seem even more important that the basic series be more clearly defined as was recommended in the Subcommittee report previously submitted.

7. Miss McCabe was asked if she believed that in secretarial positions the job should, to a certain extent, reflect the echelon of the position; that is, the place the position occupies in the organizational structure of the agency with which it is associated. For example, a secretary in the Office of the Chief of Staff would carry more responsibility than a like position in a unit, division, or section. Therefore, a higher grade should be assigned to the position for the additional responsibilities. Miss McCabe felt that this was exactly right and that in theory at least it was practiced in the Navy.

8. Some time was given to the discussion of the types of jobs in this particular Navy organization. Although Miss McCabe indicated that they had both cryptographic and cryptanalytic functions, it turned out that what she had deemed to be cryptographic had to do with construction of analogs of foreign machines which in effect were cryptographic machines but actually were used for cryptanalytic purposes. This organization had a separate and distinct function from that of Captain Safford's (Op-20-Y) and Commander Seiler's people who do research and development (Potomac River Naval Command) on construction of cryptographic equipment for use by the Navy.\* It was revealed that generally in the professional category the Navy breaks down into physicists, P-1570; electrical engineers, P-840, and radio engineers, P-880; and of course the catch-all cryptographer, P-1318. Under this latter classification come the usual conglomeration of cryptanalyst, crypto-mathematician, traffic analyst, and such. The few maintenance people that existed within this organization as civilians are in SP categories as engineer aides.

9. In response to an inquiry as to what listing would be given an individual who might have something to do with research and development on literal, facsimile, and speech equipment, both cryptographic and cryptanalytical, it was indicated that from the examples at hand a radio engineer or electrical engineer or a cryptanalyst might be in charge of any one of these operations under his basic series designation. For instance, the Analytical Machinery Research Section has a vacancy for a P-6, electrical engineer, 840. The individual filling the job has the local title of head of Analytical Machinery Section and is a very capable physicist. Under that same section, the supervisor of project engineers is an electrical engineer (mechanical), P-840, and his title is supervisor of experimental design, and he is charged with the preparation of new developments, allocation of new projects, development installation, maintenance and training for all new equipment, modification of old equipment, and adapting present equipment to new purposes.

\*Subsequently Captain Safford was contacted and supplied further information regarding positions in these sections which is attached as Tab A.

10. Miss McCabe indicated that for the very few civilians that are employed within her organization (total about 360) she did not feel particularly interested in a separate designation for cryptologic engineers or in setting up the traffic analyst series for professional, sub-professional, clerical grades or extending the cryptographic series to sub-professional and clerical grades, or even in creating a cryptanalytical series for professional and clerical grades. (Note: There already is an SP grade, cryptanalyst aide). She seemed content to let things pretty much as they were since at the present time so many people are from the military, and in cases of emergency, a greater percentage would be military personnel.

11. In response to a question regarding double time for experience in qualified individuals for Civil Service jobs, it was stated that the Navy gives double time in some professional and sub-professional jobs when the individual during his military career had special experience in the particular job at hand. Miss McCabe insisted that to do other than this would be to sacrifice invaluable experience gained during war-time in the one of the very few organizations wherein experience elsewhere could not be gained at all. To do other than this would release people to industry and leave the military without qualified personnel. She indicated that the dividing line between positions that should have double time and those that should not was a matter for individual consideration on individual jobs based upon the knowledge of the capabilities of the persons applying for the job.

12. Miss McCabe described a position under physical science administrative series 1362 for an individual responsible for development and research and to take direction over all analytical physicists, mathematicians, radio and machine research. The job was a P-7 and was unfilled. She described another combination job under the services and facilities section which would seem to be somewhat equal to the Chief of our Laboratory Service Branch, AS-75, as responsible for processes, job maintenance, storage, drafting, library and museum. The job is presently held by a Navy Lieutenant.

13. Asked if the Navy had something similar to the MOS numbers used in the Army, Miss McCabe indicated that none such existed in the Navy. Generally, the Navy personnel at Communications Annex cannot indicate what they have been doing when they leave, although they have a sheet of paper in their possession that tells that they did their jobs very well. Captain Washcoe indicated that in many cases the MOS does not reflect the capabilities of any individual, since a commander can assign an individual to a position regardless of previous experience. For example, an MOS 9503 (Cryptographic Officer, Equipment) is generally an individual familiar with all cryptographic devices of the Army from an engineer, maintenance, and operation standpoint. At one point during the war, in order

to keep IBM officers from leaving the Agency, MOS number 9603 was assigned willy-nilly to all officers in that category, even though they knew but one item of equipment, some piece or some group of IBM machinery. Miss McCabe indicated that for progress in the ranks on any job in the Navy, individuals must pass an examination.

14. It was explained that of the 360 people carried at the Agency, four people handled personnel activities. True, there is a clerk in each of the sections, and down in the Navy headquarters a chief clerk is bonded to make up payrolls and such, but personnel affairs for the group are handled by this small organization. It was also pointed out that transition problems between military and civilian personnel sections were simple because both were under one head.

15. The Army Security Agency representatives were unanimous in feeling that Navy personnel matters were being handled very well in what could be seen during the two-hour conference.

16. Miss McCabe indicated that instead of trying to narrow job descriptions to reflect specific functions on specific jobs, generally the NCA policy was to try to broaden the descriptions within the Agency so that as the tools of the problems changed a person could change from one type of activity to another without being bound by two specific a job description. She admitted that the Navy always adhered to the normal Civil Service routine, but she also admitted that such a procedure might not work too well in the field service agency unless the agency were to come under Schedule B.

17. In conclusion it was evident that (a) this part of the Navy does not have many of the same problems as ASA because of the fact that it is not a field service agency and because it has Schedule B, and is therefore not faced with the problems of having individuals monitored to it; (b) so few civilians make up this particular operational unit that there are not enough in any given series to cause the confusion that exists at Arlington Hall from having cryptographic clerk titles assigned to everyone from a typist to a traffic analyst; (c) the Navy feels that its operational job is the reason for its existence--note that the highest ranking officer in the Navy bears the title "Chief of Naval Operations". Personnel and supply activities are services to further the ends of the operational people. The personnel organization particularly exists only to make possible the activities of operations within the regulated framework of civil service; (d) the Navy is aiming for a sameness of standard as to job description with a flexibility within a job description which is required by the changing times; and (e) Miss McCabe agreed with members of the ASA group that Civil Service would probably be responsive to suggestions for

changes which have become necessary because of the progress and the rapid advance in the cryptographic art. However, with her small organization she felt she could carry on with what already existed in the way the series titles are now described. She admitted the faults of the descriptions, particularly the samples read by Captain Washcoe. She indicated that the operations people were highly dissatisfied with the job descriptions furnished in the standard manuals, but she felt that she was able to adequately describe a job in the operations section by having the operations people write the jobs and because of their excellent relationship with the Civil Service representative, she was able to have proper grades assigned to those jobs in an expeditious manner.

18. The meeting adjourned with the statement by Mr. Rhoads that he would endeavor to make arrangements to have a similar conference with a person in a similar position with Captain Smith or Commander Sailer's group (see footnote on page 3 and Tab A).

1 Incl  
Tab A

MARK RHOADS  
Chairman