

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.

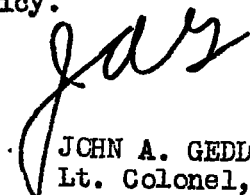
(5) Leave Assistant Branch Chiefs in present spot for approximately the year required to accomplish the rotation of the Chiefs; then rotate them in the same manner.

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 | Wylma 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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~~RESTRICTED~~

| 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
- - - - -

| | | | |
|--|--------------------------------|--|--------------------------|
| 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. Haley | Unknown | 1st Lt. David K. Page | Fully qualified. | None. |
| C O Hq & Hq Co | Capt. Edward T. Jorgensen | Summer 1950 | 1st Lt. Andrew C. Biehko | Partially qualified. | Lt. Biehko needs ad- ditional training in administrative matters. |
| CO, MAC 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.