

SECRET

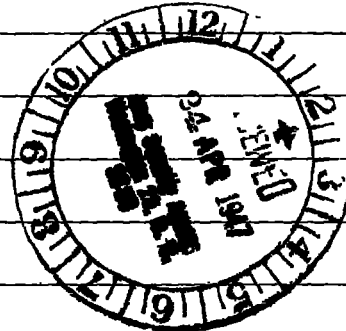
REF ID: A67434
CONFIDENTIAL

RESTRICTED

DATE _____

TO	FROM	TO	FROM
___ Chief, ASA.....(10)	___	<input checked="" type="checkbox"/> Ch, Security Div... (80)	<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)	___	___	___

- Approval & Return
- As Requested
- Concurrence or Comments
- Information & Forwarding
- Information & Return
- Information & File
- Recommendation
- Signature if approved
- Your action by
- Info upon which to base reply



Approved *ad*

SECRET

REF ID: A67434
CONFIDENTIAL

RESTRICTED

DATE 16 Oct 47

TO	FROM	TO	FROM
<input checked="" type="checkbox"/> Chief, ASA (10)			Ch, Security Div. (80)
<input type="checkbox"/> Executive O (11)			Tech Staff (81)
<input type="checkbox"/> Co'r Joint Oper. (12)			Ch, Materiel Br. (82)
<input type="checkbox"/> Deputy Chief, ASA (20)			Ch, Methods Br. (83)
<input type="checkbox"/> Dir, Comm Res. (14) <input checked="" type="checkbox"/>			Ch, Protective Br. (84)
<input type="checkbox"/> Ch, Pers Sec. (21)			Ch, Maint Br. (85)
<input type="checkbox"/> Ch, Org & Tng Sec (22)			Ch, Res & Dev Div. (70)
<input type="checkbox"/> Ch, Plans & Oper. (23)			Tech Staff (71)
<input type="checkbox"/> Ch, Materiel Sec. (24)			Ch, Ch. Ciph & Cif Br. (72)
<input type="checkbox"/> Ch, Fiscal Sec (25)			Ch, Int Equip Br. (73)
<input type="checkbox"/> Adjutant, ASA (26)			Ch, Elec & Elec Br. (74)
<input type="checkbox"/> Ch, Sec Cont Sec. (27)			Ch, Lab Serv Br. (75)
<input type="checkbox"/> Ch, Operations Div. (90)			Ch, C'logic Br. (76)
<input type="checkbox"/> Ch, Lab Br. (91)			Ch, Pers & Tng Br. (61)
<input type="checkbox"/> Ch, Machine Br. (92)			Ch, Supply Br. (62)
<input type="checkbox"/> Ch, Crypt Br. (93)			Co, Arlington Hall. (40)
<input type="checkbox"/> Ch, Int Cont Br. (94)			
<input type="checkbox"/> Ch, I & D Br. (95)			
<input type="checkbox"/> Tech Staff. (96)			

- | | |
|---|--|
| <input type="checkbox"/> Approval & Return | <input type="checkbox"/> Information & File |
| <input type="checkbox"/> As Requested | <input type="checkbox"/> Recommendation |
| <input type="checkbox"/> Concurrence or Comments | <input type="checkbox"/> Signature if approved |
| <input type="checkbox"/> Information & Forwarding | <input type="checkbox"/> Your action by |
| <input type="checkbox"/> Information & Return | <input type="checkbox"/> Info upon which to base reply |

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
desirable. 3

185A
24 Oct

27 Oct 47

CRET

REF ID: A67434
CONFIDENTIAL

RESTRICTED

DATE _____

TO	FROM	TO	FROM
Chief, ASA... (10)	_____	Ch, Security Div.... (80)	_____
Executive O... (11)	_____	Tech Staff..... (81)	_____
Co'r Joint Oper.... (12)	_____	Ch, Materiel Br.... (82)	_____
Deputy Chief, ASA... (20)	_____	Ch, Methods Br.... (83)	_____
✓ Dir, Comm Res.... (14)	_____	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)	_____	_____	_____

- | | |
|---|--|
| <input checked="" type="checkbox"/> Approval & Return | <input type="checkbox"/> Information & File |
| <input type="checkbox"/> As Requested | <input type="checkbox"/> Recommendation |
| <input checked="" type="checkbox"/> Concurrence or Comments | <input type="checkbox"/> Signature if approved |
| <input type="checkbox"/> Information & Forwarding | <input type="checkbox"/> Your action by |
| <input type="checkbox"/> Information & Return | <input type="checkbox"/> Info upon which to base reply |

Concur

JW

DATE _____

FROM	TO	FROM
Chief, ASA.....(10)	Ch, Security Div.....(80)	
Executive O.....(11)	Tech Staff.....(81)	
Co'r Joint Oper.....(12)	Ch, Materiel Br....(82)	
Deputy Chief, ASA... (20)	Ch, Methods Br....(83)	
Dir, Comm Res....(14)	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)		

- | | |
|---|--|
| <input checked="" type="checkbox"/> Approval & Return | <input type="checkbox"/> Information & File |
| <input type="checkbox"/> As Requested | <input type="checkbox"/> Recommendation |
| <input checked="" type="checkbox"/> Concurrence or Comments | <input type="checkbox"/> Signature if approved |
| <input type="checkbox"/> Information & Forwarding | <input type="checkbox"/> Your action by |
| <input type="checkbox"/> Information & Return | <input type="checkbox"/> Info upon which to base reply |

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

①
②
③

SECRET

REF ID: A67434
CONFIDENTIAL

RESTRICTED

TO	DATE	FROM	TO	FROM
___ Chief, ASA	(10)	___	Ch, Security Div.....	(80)
___ Executive O.....	(11)	___	Tech Staff.....	(81)
___ Co'r Joint Oper.....	(12)	___	Ch, Materiel Br....	(82)
___ Deputy Chief, ASA....	(20)	___	Ch, Methods Br....	(83)
___ Dir, Comm Res.....	(14)	___	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)		___		

- | | |
|---|--|
| <input checked="" type="checkbox"/> Approval & Return | <input type="checkbox"/> Information & File |
| <input type="checkbox"/> As Requested | <input type="checkbox"/> Recommendation |
| <input checked="" type="checkbox"/> Concurrence or Comments | <input type="checkbox"/> Signature if approved |
| <input type="checkbox"/> Information & Forwarding | <input type="checkbox"/> Your action by |
| <input type="checkbox"/> Information & Return | <input type="checkbox"/> Info upon which to base reply |

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