

SPSIS-1A

3 March 1945

MEMORANDUM for Commanding Officer, Signal Security Agency

SUBJECT: Control Analysis - Civilian Training School,
Training Branch, SPSIS-4B6

I. DISCUSSION.

1. The mission of the Civilian Training School as authorized in Signal Security Agency "Standard Operating Procedure - Organization" was being performed, but it should be noted that any supervision of technical or "in job" training of personnel by the Civilian Training School ceases immediately after the recruit is assigned. ✓

2. In general, the functions of the Civilian Training School are as follows:

a. To provide a place where newly recruited civilian employees may be assigned, pending clearance.

b. To give preliminary general training and orientation to newly recruited personnel.

c. To provide analyzation of aptitude and qualifications of newly recruited personnel for the most advantageous placement of the employee to the Signal Security Agency.

3. The Table of Organization and actual strength of the Civilian Training School, excluding the trainees, as of 21 February 1945, is shown on Inclosure 1. This Table of Organization appears adequate for the present number of students. As the number of students increases beyond the present number, additional instructors will be required. These will be obtained from appointing temporarily some of the actual trainees as additional instructors or supervisors. Obviously, this is not very satisfactory, as the instructors are initially trainees themselves. On the other hand, operating branches state that they cannot spare personnel qualified to instruct. This situation is being remedied rapidly, as Training School now retains its instructors as a permanent staff, assigning such instructors to operations only when the decline of the number of students permits, which is not anticipated within several months. With the experience gained from teaching succeeding classes, these instructors should become increasingly well qualified. The number of instructors required is stated as being one instructor to every twenty-five students. The enrollment as of 21 February was 236. The number of instructors was seven permanently assigned, and two temporarily assigned.

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4. At the present time, the hours of duty for the Civilian Training School are 0800 - 1630, Sundays excluded. The civilian trainee strength as of 21 February 1945, as stated in paragraph 3, was 236; however, should the enrollment increase to 250, a swing shift would be necessary. The length of the course is based on the average time required for clearance, which is generally three weeks, although in some instances it may be several months. In the event of the recruit not being cleared, the recruit is transferred to another War Department agency, or returns to a civilian occupation.

5. In those rare instances (less than one per hundred trainees) where a civilian cannot be cleared, the recruiting expense is a complete loss to Signal Security Agency. In those cases where long delays are encountered, not only does Signal Security Agency suffer, but the morale of the recruit is distinctly lowered, if not ruined completely.

6. Investigation of the procedure followed in the event that a recruit is considered by the Training School as unsatisfactory for work at Signal Security Agency revealed a lack of complete coordination between Civilian Training School and the Separations Unit, Recruitment and Placement Section. Civilian Training School states that from time to time recruits are encountered, who, because of mentality, attitude, or other reasons, are not, and, in their opinion, never will be suitable employees for the Signal Security Agency, but that regardless of this, when cleared, these employees are assigned to branches. Chief, Recruitment and Placement Section states that in these instances, Civilian Training School should report the matter to the Placement Officer. If the case, after examination, proves the contention of the Civilian Training School, then an effort should be made to induce the recruit to resign. If this is not possible, then when assigned, following clearance, the recruit should be carefully watched, and if proven unsatisfactory, discharged, but if discharged, cause must be shown, such as inefficiency, habitual absence without leave, or tardiness. Further, Chief, Recruitment and Placement Section, states that it is the policy of the Signal Security Agency to give a month's trial to each employee, even in doubtful cases; also, that all employees are on a probationary status the first year by terms of employment.

7. The solution to this problem, therefore, consists in a complete and clear understanding between Civilian Training School and the Placement Officer of Recruitment and Placement Section; followed up by efficient supervision by Branch Personnel Officers and representatives of Employee Services Section. If concise reports of unsatisfactory employees are rendered to the Placement Representative by Civilian Training School, and Civilian Training School is advised as to the action taken and the reasons therefor, there should be no further difficulty in this regard.

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8. A schedule of activities and courses presented in the Civilian Training School is as follows:

a. First week: (Inclosure 2)

- (1) Aptitude Tests.
- (2) Orientation.
 - (a) War bonds.
 - (b) Employee counselling.
 - (c) Personnel.
 - (d) Security.
 - (e) Leave regulations, etc.
- (3) Morale building movies.
- (4) Course in elementary cryptography.

b. Second week: (Inclosure 3)

- (1) Courses in the following subjects:
 - (a) Current World History.
 - (b) Geography.
 - (c) Cryptography.
 - (d) Army Organization.
 - (e) Post Terminology.
 - (f) Signal Communications.
 - (g) Typing.
 - (h) Military Correspondence.

Note: Courses in Typing and Military Correspondence are given to those students who have had previous typing experience.

c. Third week: (Inclosure 4)

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d. The training schedule appears to be adequate as a general preparation and orientation of personnel before assignment within Signal Security Agency.

9. Trainees are assigned to their positions by the Placement Section of Personnel Branch, and the following steps are taken to effect the assignment of such personnel.

a. A representative of the Placement Section, Personnel Branch, maintains an office in Civilian Training School. All trainees are interviewed during the first two weeks of assignment to the school. With information obtained from the interview, trainee's class grades, 201 file, aptitude test, and instructors' comments, a decision is then reached by the Placement Officer for the most suitable assignment of the recruit to existing position vacancies.

b. The assignment to a position in which the qualifications of a recruit can best be utilized is obviously for the mutual benefit of the employee and the Signal Security Agency, but due to the necessity for filling immediate priorities, this ideal placement is not always possible, and very often the employee is assigned to a job not entirely satisfactory. This is probably unavoidable, but it is a major factor in lowering morale and creating dissatisfaction.

10. Staff supervision of Civilian Training School by Chief, Training Branch, is effected in the following manner:

a. Officer in Charge, Civilian Training School, confers at Headquarters with Chief, Training Branch, two or three times weekly.

b. Chief, Training Branch, makes infrequent visits to school.

11. There is no definite procedure for coordination between Branch Personnel Officers and the Civilian Training School.

12. The following records are maintained of the trainees in the Civilian Training School:

a. Individual results of aptitude tests.

b. Job prognosis.

c. Grades received in training courses.

d. Attendance.

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13. The information obtained from these reports is entered on a report card, which is placed in the employee's 201 file.

14. A daily and weekly report as to number of students and assignments is made by Officer in Charge, Civilian Training School, to Chief, Training Branch.

15. The following comments are made in regard to the operation of the Civilian Training School:

a. The closest possible coordination between the training requirements of the branches and the curricula taught at the school is desirable. It is manifestly impossible to give a separate training course to meet the requirements of each branch, but Branch Personnel Officers should be given the opportunity to express their opinion, and this should be followed as far as practicable.

b. Records of the personnel placed in jobs for which they are not qualified should be maintained by Civilian Training School so that these employees may be reassigned when a vacancy exists and a substitute is available.

c. Weekly reports as to qualifications of personnel recruited should be furnished Personnel Branch for the information of recruitment officers.

II. ACTION RECOMMENDED.

1. That the present measures taken to correct the deficiencies in coordination between Civilian Training School and Recruitment and Placement Section be actively continued.

2. That as quickly as the demand for recruits becomes less urgent, recruits be cleared before leaving their places of residence to proceed to Arlington Hall Station.

3. That in order to correct the situation that exists in Civilian Training School where a 1st Lieutenant, WAC, is Assistant to the Officer in Charge, 2nd Lieutenant, AUS, the 1st Lieutenant be relieved as Assistant to Officer in Charge, Civilian Training School and designated as Technical Advisor.

4. That close personal supervision of Civilian Training School be exercised by Chief, Training Branch.

CIVILIAN TRAINING SCHOOLTABLE OF ORGANIZATIONMilitary Personnel

	<u>Authorized</u>	<u>Actual</u>
1st Lieutenant	1	1
2nd Lieutenant	1	1
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Total	2	2

Note: Officer in Charge, Civilian Training School, is 2nd Lieutenant and Assistant to the Officer in Charge is 1st Lieutenant. This situation is a result of the promotion to 1st Lieutenant of the Assistant to the Officer in Charge, Civilian Training School.

Civilian Personnel

	<u>Authorized</u>	<u>Actual</u>
<u>Supervisor</u>		
CAF-6	1	0
CAF-5	0	1
<u>Instructors*</u>		
CAF-6	0	1
CAF-5	7	5
SP-5	0	1
<u>Clerks</u>		
CAF-4	1	1
CAF-3	2	2
Total	<hr/> 11	<hr/> 11

* Number of instructors varies according to number of trainees in school.

~~CONFIDENTIAL~~
FIRST WEEK SCHEDULE

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
0800 0850	Cryptography or Aptitude Tests	Cryptography	Cryptography	Cryptography or Aptitude Tests	Cryptography	War Bond Lecture
0900 0950	"	"	"	"	Classification Lecture	Security Lecture
1000 1045	"	Movie	"	Employee Coun- selor Lecture	Placement Lecture	Cryptography
1045 1135	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
1135 1220	Cryptography or Aptitude Tests	Cryptography	Cryptography	Cryptography or Aptitude Tests	Personnel Lec- ture	Leave Regula- tions Lecture
1230 1320	"	"	"	"	Cryptography	Cryptography
1330 1420	Movie	"	Movie	Movie	Movie	Movie
1420 1450	Break	Break	Break	Break	Break	Break
1450 1540	Cryptography or Aptitude Tests	Cryptography	Cryptography	Cryptography or Aptitude Tests	Cryptography or Assembly	Lecture on 2nd Week Studies
1550 1625	Cryptography	Cryptography	Cryptography	Cryptography	Cryptography	Security Lecture

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SECOND WEEK SCHEDULE

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
0800 0850	Study Period	Same as Monday	Same as Monday	Same as Monday	Same as Monday	Same as Monday
0900 0950	Current World History	"	"	"	"	"
1000 1045	Army Organiza- tion	"	"	"	"	"
1045 1135	Lunch	"	"	"	"	"
1135 1220	Signal Communications	"	"	"	"	"
1230 1320	Post Term- inology	"	"	"	"	"
1330 1420	Geography	"	"	"	"	"
1420 1450	Break	"	"	"	"	"
1450 1540	Cryptography or Military Corres.	"	"	"	"	"
1550 1625	Cryptography	"	"	"	"	"

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THIRD WEEK SCHEDULE

TIME	MONDAY
0800 0850	Overlap I, or Typing
0900 0950	"
1000 1045	"
1045 1135	Lunch
1135 1220	Overlap I, or Typing
1230 1320	"
1330 1420	History of Cryptography
1420 1450	Break
1450 1540	Overlap I, or Typing
1550 1625	"

- * The schedule for Monday continues through the week.
- * Fridays when there is an assembly, there is no break in the afternoon.
- * Fourth week training is a continuation of the third week overlaps.
- * All CAF's with a previous knowledge of typing will be given further training.