

15 January 1954

MEMORANDUM TO EACH MEMBER, TECHNICAL MANAGEMENT BOARD

1. Attached are lists of personnel who have been designated by each of the member agencies to serve as members of the working groups for TMB Projects Nos. 8 to 13, inclusive.

2. Copies of the project statements (TMB 12/8-13.1) are also provided. These project statements contain information concerning the scope and time requirement of each project. Extra copies of these documents are also provided for personnel who are assigned to working groups.

3. The following major phases of a TMB project are outlined for the guidance of working group members who are not acquainted with TMB Procedures:

- a. Executive Agent confers with Working Group Chairman and develops general project plan.
- b. Upon receipt of names of members from TMB Executive Secretary, Working Group Chairman contacts members and arranges for project details, such as means of fact-finding, meetings, etc.
- c. Project begins on date specified in Project Statement.
- d. Each member of a working group utilizes all facilities of his Agency to obtain and analyze facts, and develop recommendations.
- e. The Working Group Chairman, after consultation with all members, prepares draft of report, in staff-study format, and submits it to each member for review.
- f. Each member of working group, prior to signing draft report, obtains full coordination of contents within his Agency.
- g. Working Group Chairman revises draft report as required, obtains signature of each member, reproduces required copies, and submits report to Executive Agent for transmittal of thirty copies to TMB Executive Secretary by the date indicated in the Project Statement.
- h. TMB Executive Secretary forwards report to each principal member of the TMB for review and preparation of a Position Sheet for each member agency.
- i. Upon receipt of the four Position Sheets, TMB Chairman resolves any differences if possible by personal contact, or submits varying positions to member agencies for further consideration, or presents report for further consideration at a TMB meeting.
- j. Upon receipt of final recommendations from each member agency concerning the report from the working group, the TMB Chairman forwards report and final recommendations to Director, NSA for review and consideration.

4. Any further information can be obtained from the Chairman, 'phone extension 60241 or from the Executive Secretary, 'phone extension 60649.

5. This document is declassified upon removal of inclosures.

*Thomas J. Stratton*  
Thomas J. Stratton  
Executive Secretary

2 Incls:

- 1- TMB 12/8-13.3 - Lists of Members for TMB Projects Nos. 8-13
- 2- TMB 12/8-13.1 - Project Statements for TMB Projects Nos. 8-13

DISTRIBUTION:

Each TMB Member - Lists and Project Statements for TMB Projects Nos. 8-13  
Each Working Group Member - List and Project Statement for Specific Project.

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TMB 12/8-13.2

Declassified and approved for release by NSA on  
02-07-2014 pursuant to E.O. 13526

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TMB 12/8.3

15 January 1954

TECHNICAL MANAGEMENT BOARD PROJECT NO. 8

SUGGESTIONS PROGRAMS

List of Working Group Members

EXECUTIVE AGENT: Air Force Security Service

(Colonel Edgar A. Sirmyer, USAF, Deputy Commander)

CHAIRMAN:

Lt. Col. L. D. Simonetti, USAF  
Asst. DCS/Persomel (PDC),  
Headquarters, USAFSS, San Antonio, Texas  
Phone: Webster 35411, Extension 7282

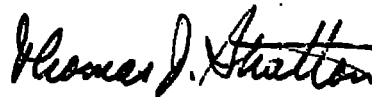
OTHER MEMBERS:

Major Robert Sherwood, USA  
Chief, Management Branch, Office of the Comptroller  
Army Security Agency, Arlington Hall Station, Arl., Va.  
Phone: Jackson 5-5800 (or D/D Code 147) Extension 622

LCDR G. R. Greeley, USN  
Asst. Head of DNC Personnel Section,  
Naval Security Station, Washington, D. C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60326

Miss B. B. Cunningham  
Chief, Awards Group, Management Branch,  
National Security Agency, Naval Security Station, Wash. D.C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60677

The member agencies have stated that working group members are properly cleared and indoctrinated for COMINT.



Thomas J. Stratton  
Executive Secretary

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TMB 12/8.3

15 January 1954

TECHNICAL MANAGEMENT BOARD PROJECT NO. 9

INTERCOM SYSTEMS

List of Working Group Members

EXECUTIVE AGENT: Naval Security Group

(CDR J. M. Watson, USN, Head, NavSecGru Operations Section)

CHAIRMAN:

LT H. S. Parrish, USN  
Member, Operations Section  
Naval Security Group, Naval Security Station, Washington, D.C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60359

OTHER MEMBERS:

Major Ivan R. Fetter, USA  
Chief, Unit Operations Section, Special Operations Division  
Army Security Agency, Arlington Hall Station, Arlington, Va.  
Phone: Jackson 5-5800 (or D/D Code 147) Extension 763

Major R. H. Lee, USAF  
Chief, Engineering Division (ODC)  
Headquarters, USAFSS, San Antonio, Texas  
Phone: Webster 3-5411, Extension 5228

Mr. James P. Dolbear  
Chief, Field Station Engineering Branch, Production  
National Security Agency, Arlington Hall Station, Arlington, Va.  
Phone: Jackson 5-5800 (or D/D Code 147) Extension 678

The member agencies have stated that working group members are properly cleared and indoctrinated for COMINT.

*Thomas J. Stratton*  
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Executive Secretary

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TMB 12/9.3

15 January 1954

TECHNICAL MANAGEMENT BOARD PROJECT NO. 10

STAFFING STANDARDS

List of Working Group Members

EXECUTIVE AGENT: Naval Security Group

(CDR M. B. Gillespie, USN, Special Asst. to Head, NavSecGru)

CHAIRMAN: LT E. E. Oskins, USN, Member of DNC Personnel Section  
Naval Security Station, Washington, D. C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60610

OTHER MEMBERS: Capt. Charles W. MacAdams, USA  
Member, Organization & Equipment Branch, Office of A C of S, G-3  
Army Security Agency, Arlington Hall Station, Arlington, Va.  
Phone: Jackson 5-5800 (or D/D Code 147) Extension 336

Major G. G. Kleinschmidt, USAF  
Chief, Manpower Division (CMD)  
Headquarters, USAFSS, San Antonio, Texas  
Phone: Webster 3-5411, Extension 3154

Mr. John F. Barnard  
Supervisory Program Analyst, Comptroller  
National Security Agency, Naval Security Station, Washington, D.C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60308

The member agencies have stated that working group members are properly cleared and indoctrinated for COMINT.

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Executive Secretary

15 January 1954

TECHNICAL MANAGEMENT BOARD PROJECT NO. 11

TELETYPE AND TYPEWRITER MAINTENANCE

List of Working Group Members

EXECUTIVE AGENT: Army Security Agency

(Mr. Albert Small, Technical Consultant)

CHAIRMAN:

Capt. Everett A. Trezise, USA  
Member, Fixed Plant Engineering Section, Office of A C of S, G-4  
Army Security Agency, Arlington Hall Station, Arlington, Va.  
Phone: Jackson 5-5800 (or D/D Code 147) Extension 584

OTHER MEMBERS:

LT R. W. Fleshman, USN  
Member of DNC Facilities Section, Pentagon (Room 5D762)  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 75935

Major J. Musumeci, USAF  
Chief, Maintenance Division (MDC)  
Headquarters, USAFSS, San Antonio, Texas  
Phone: Webster 35411, Extension 5122

Mr. Henry P. Cassidy  
Acting Chief, Planning Group, Logistics Division  
National Security Agency, Naval Security Station, Washington, D.C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60231

The member agencies have stated that working group members are properly cleared and indoctrinated for COMINT.

*Thomas J. Stratton*

Thomas J. Stratton  
Executive Secretary

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TMB 12/11.3

15 January 1954

TECHNICAL MANAGEMENT BOARD PROJECT NO. 12

OPERATIONS BUILDING

List of Working Group Members

**EXECUTIVE AGENT:** National Security Agency  
(Mr. H. L. Conley, Assistant Chief, Office of Exploitation, PROD)

**CHAIRMAN:** Mr. John McIntire  
Chief, Intercept Facilities Division, Production  
National Security Agency, Arlington Hall Station, Arlington, Va.  
Phone: Jackson 5-5800 (or D/D Code 147) Extension 781

**OTHER MEMBERS:** Mr. Richard R. Neill  
Chief, Fixed Plant Engineering Section, Office of A C of S, G-4  
Army Security Agency, Arlington Hall Station, Arlington, Va.  
Phone: Jackson 5-5800 (or D/D Code 147) Extension 311

LCDR R. R. Stroble, USN  
Asst. Head NavSecGru for Facilities  
Naval Security Group, Naval Security Station, Washington, D. C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60365

Lt. Col. L. W. Fogg, USAF  
Asst. DCS/Material (MDC)  
Headquarters, USAFSS, San Antonio, Texas  
Phone: Webster 3-5411, Extension 4127

Mr. Frank W. Batchelder  
Supervisory Industrial Engineer, Comptroller  
National Security Agency, Naval Security Station, Washington, D.C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60681

The member agencies have stated that the working group members are properly cleared and indoctrinated for COMINT.

*Thomas J. Stratton*  
Thomas J. Stratton  
Executive Secretary

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TMB 12/12.3

15 January 1954

TECHNICAL MANAGEMENT BOARD PROJECTS NO. 13

METHOD SURVEY PLAN

List of Working Group Members

EXECUTIVE AGENT: Air Force Security Service

(Mr. William Bram, Technical Advisor to Director of Plans)

CHAIRMAN:

Lt. Col. R. H. Kelly, USAF  
Dir. Manpower and Organization (OMD)  
Headquarters, USAFSS, San Antonio, Texas  
Phone: Webster 3-5411, Extension 4207

OTHER MEMBERS:

Mr. Robert E. Denny  
Member, Management Branch, Office of Comptroller  
Army Security Agency, Arlington Hall Station, Arlington, Va.  
Phone: Jackson 5-5800 (or D/D Code 147) Extension 622

CDR J. C. Hargreaves, USN  
Head, NavSecGru Crypto-Equipment and Engineering Section  
Naval Security Group, Naval Security Station, Washington, D.C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60541

LT James E. Taylor, USN  
Member, Management Branch, Comptroller  
National Security Agency, Naval Security Station, Washington, D.C.  
Phone: Liberty 5-6700 (or D/D Code 131) Extension 60649

The member agencies have stated that working group members are properly cleared and indoctrinated for COMINT.

*Thomas J. Stratton*  
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Executive Secretary

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TMB 12/13.3

15 December 1953

TECHNICAL MANAGEMENT BOARD PROJECT NO. 8

I. PROJECT TITLE:

A study of coordination of suggestions and awards programs.

II. PROJECT SCOPE:

A study of the benefits that could be derived from coordinating the existing suggestions and awards programs within the cryptologic agencies for suggestions which have possible application to more than one cryptologic agency and, if found desirable, development of a suggested administrative procedure for this purpose.

The following phases should be covered:

1. Determination of the scope of each agency's suggestions program with particular emphasis on the present procedures for obtaining suggestions from military personnel in field intercept stations.
2. Determination of the procedures for evaluating and implementing suggestions which have applicability to more than one cryptologic agency.
3. Determination of the utilization of honorary awards for military and civilian personnel including length of service awards.
4. Determination of the desirability of achieving close coordination between all phases of the member agency's programs.
5. Presentation of specific recommendations for achieving coordination, as required, and other recommendations arising from review of factual data.

III. SOURCE:

NSA Suggestion

IV. ESTIMATED TIME REQUIRED

Three weeks after formation of a working group.

V. DATES

Start of study by working group: 18 Jan 1954.

Report to TMB Executive Secretary: 8 Feb 1954.



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TMB 12/9.1

15 December 1953

TECHNICAL MANAGEMENT BOARD PROJECT NO. 9

I. PROJECT TITLE

A study of the utilization of INTERCOM systems at intercept stations.

II. PROJECT SCOPE

Based upon a determination of the extent of internal communications within intercept stations, a study of improvements which would result upon installations of INTERCOM facilities. The following phases should be covered:

1. Determination of the extent of internal communications within intercept stations, with particular attention to specific points of greatest operational need; for example, between trick chiefs and operators.
2. Determination of extent of utilization of INTERCOM equipment at the present time.
3. Determination of the results obtained in stations where INTERCOM systems have been utilized.
4. Determination of the requirement for INTERCOM systems, including specific usages.
5. Recommendation of minimum standards for INTERCOM equipment and general data regarding sources of procurement within each service.
6. Presentation of other specific recommendations after review of factual data.

III. SOURCE

1. Director's trip in European area, July, 1953.
2. NavSecGru and NSA's suggestions at third meeting, TMB, Sep 1953.

IV. ESTIMATED TIME REQUIRED

Four weeks after formation of working group.

V. DATES

Start of study by working group: 25 Jan 54  
Report to TMB Executive Secretary: 23 Feb 54

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TMB 12/10.1

15 December 1953

TECHNICAL MANAGEMENT BOARD PROJECT NO. 10

I. PROJECT TITLE:

A study of personnel staffing standards.

II. PROJECT SCOPE:

Determination of the method presently utilized to develop staffing standards for intercept and other field operations. Development of suggested standards and criteria for obtaining staffing ratios. The following phases should be covered:

1. Determination of the present basis for developing staffing ratios.
2. Determination of the relationship of support personnel for purposes such as maintenance, logistics, security, and administration to present staffing ratios.
3. Determination of the effect to present staffing ratios of technical personnel performing non-technical duties.
4. Determination of allowances for leave, sickness, and TAD.
5. Determination of the requirement to develop standards for computing staffing ratios for use throughout the cryptologic effort.
6. Determination of areas for which staffing ratios should be developed i.e., by intercept position, by types of equipment in common use by all cryptologic services, by messages or message groups, and for miscellaneous operations such as DF, RFP, and communications.
7. Development of standards and criteria for staffing standards.
8. Presentation of other specific recommendations arising from review of factual data.

III. SOURCE

Combination of suggestions received at third meeting (Oct 53) TMB, from AFSS, NSG, and NSA.

IV. ESTIMATED TIME REQUIRED

Five weeks after formation of a working group.

V. DATES

Start of study by working group: 1 Feb 54

Report to TMB Executive Secretary: 8 Mar 54

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TMB 12/10.1

15 December 1953

TECHNICAL MANAGEMENT BOARD PROJECT NO. 11

I. PROJECT TITLE:

A study of the adequacy of present facilities for teletype and typewriter spare parts and maintenance in intercept stations.

II. PROJECT SCOPE:

Determination of the adequacy, as it affects intercept operation, of the procedures for obtaining teletype and typewriter maintenance and spare parts for intercept stations. Development of recommendations for improvement, if required. The following phases should be covered:

1. Determination of present facilities for maintenance and spare parts for typewriters used in field stations' intercept operations.
2. Determination of present facilities for maintenance and spare parts for teletype equipment used by intercept stations.
3. Determination of adequacy of existing facilities, and of any improvements required.
4. Development of recommendations, if required, to improve existing facilities, including determination of specific responsibility for implementation.
5. Presentation of other recommendations resulting from a review of the factual data.

III. SOURCE:

Reports of field trips.

IV. ESTIMATED TIME REQUIRED

Six weeks after formation of a working group.

V. DATES:

Start of study by working group: 8 Feb 54.

Report to TMB Executive Secretary: 22 Mar 54.

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TMB 12/12.1

15 December 1953

TECHNICAL MANAGEMENT BOARD, PROJECT NO. 12

**I. PROJECT TITLE:**

A general study of the adequacy of the present physical arrangements of operations building in intercept stations and development of standard layouts.

**II. PROJECT SCOPE:**

Determination of the present adequacy of the physical arrangement, major problems which exist within the three services in this respect, and development of standard layout for use by the cryptologic services when planning new construction or when improving existing facilities. This study to be based on information gathered by questionnaire and on the material previously developed within NSA by the Engineering Division, PROD.

The following phases should be covered:

1. Determination of the general adequacy of the present operations buildings in the three cryptologic services.
2. Determination of problems experienced in this area by the cryptologic services which are difficult to resolve.
3. Extent of utilization of modern materials handling, and other labor and time saving techniques.
4. Determination of the relationship of, and need for, standard operating procedures as a means of improving physical layout.
5. Physical relationship of operations room to auxiliary physical facilities, including DF, and communications.
6. Development of typical work flow charts.
7. Development of standard arrangement for positions.
8. Presentation of specific recommendations for improving existing facilities and other recommendations arising from review of facts.

**III. SOURCE**

1. Director's trip to European Area, July 1953.
2. Suggestions by NSA and NSG at third meeting TMB, Sep 53.

**IV. ESTIMATED TIME REQUIRED:**

Seven weeks after formation of a working group.

**V. DATES:**

Start of Study by Working Group: 15 Feb. 54

Report to TMB Executive Secretary: 5 Apr 54

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TMB 12/12.1

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TMB 12/13.1

15 December 1953

TECHNICAL MANAGEMENT BOARD PROJECT NO. 13

I. PROJECT TITLE:

Development of a plan for conducting comprehensive method surveys within the operational areas of the cryptologic agencies.

II. PROJECT SCOPE:

Determine the value and method of applying the recognized management and industrial engineering techniques of operational and methods surveys for determining improvements which could be made in intercept and field processing operations. The following phases should be covered:

1. Determination of the extent operational and method surveys have been or are being made by the cryptologic agencies, and the results achieved as a result of such surveys.
2. Determination of the value of a typical long-range survey throughout the intercept and field processing phases of the U.S. COMINT effort. Such a survey would include data under the standard survey categories--mission and organization, manpower utilization, procedures, equipment and other physical facilities.
3. Development of a plan for conducting such a survey to include major phases, time schedules, geographical coverage, number and type of personnel required, and estimated cost.
4. Estimate of total time required to complete survey, including preparation of report.

III. SOURCE

NSA suggestion at third meeting TMB, Sep 53.

IV. ESTIMATED TIME REQUIRED

Four weeks after formation of a working group.

V. DATES:

Start of study by working group: 22 Mar 54.

Report to TMB Executive Secretary: 19 Apr 54.

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