

APPENDIX T

Office of the Chief of Naval Operations

Op-16-A-4
A3-1/EN3-10(9-4)
Serial No. 2343916

1 October 1941

From: The Director of Naval Intelligence.
To: The Office of the Secretary of the Navy.
(Administrative Branch).

Subject: Survey of the Office of Naval Intelligence made by the firm of Booz, Fry, Allen & Hamilton for improving the effectiveness of the organization.

Reference: (a) SecNav ltr. dated 4 September 1941.

1. In compliance with the requirements of reference (a) the following report is made, item by item, on recommendations made by Booz, Fry, Allen & Hamilton for improvement in organization and methods in this Division:

I. DEFINE THE FUNCTIONS OF THE ADMINISTRATIVE BRANCH AND SIMPLIFY ORGANIZATION OF ITS WORK (Accomplished - July 30, 1941)

This recommendation has been accepted and the necessary work accomplished.

1. It has the advantage of more clearly defining the work laid out for the various sections.

2. Disadvantages - None.

3. No variations from the plan is recommended.

II. DUPLICATE ALL SECRET AND CONFIDENTIAL MATERIAL HAVING IMPORTANCE FROM THE VIEWPOINT OF IMMEDIATE STRATEGY AND OPERATIONS FOR THE NAVY DEPARTMENT IN THE ONI DUPLICATING SECTION

It is considered that the effect of carrying out this recommendation would not be beneficial to the efficiency of ONI.

1. The duplicating section of ONI was set up so that material originating in the Office would receive immediate attention. If the suggestions made by the Booz firm were carried out, the question of priority would often come up.

VII. INFORMATION OF GENERAL INTEREST OR OF PERSONAL INTEREST TO INDIVIDUALS SHOULD BE DUPLICATED AND POSTED ON BULLETIN BOARD AND DELIVERED TO EACH DESK BY MESSENGER

It is considered that the effect of carrying out this recommendation would be beneficial.

1. This recommendation has been carried out.
2. The recommendation by the Booz firm allows more rapid dissemination of information throughout the Office of Naval Intelligence.
3. No disadvantages are foreseen.
4. No variation from the Booz plan is suggested.

VIII. ELIMINATE THE LOOSE LEAF BOOKS FOR FILING OF MONOGRAPH MATERIAL AND SUBSTITUTE FILE CABINETS

There is some doubt as to the desirability of carrying out this suggestion.

1. Much of the material assembled in loose leaf books is of a secret and confidential nature. For this reason it is more practical to file this material in loose leaf books and secure it in safes rather than using file cabinets.
2. "F" Branch is considering the recommendation of the Booz firm with the idea of possibly adopting parts of the recommendation, should this seem desirable.

IX. ESTABLISH A CENTRAL FILE OF ALL SUSPECTS' RECORDS AND ROUTE DUPLICATE RECORDS TO THE DIFFERENT SECTIONS AS COGNIZANCE OF THE SUSPECT CHANGES

This recommendation is largely in operation and of obvious benefit to office efficiency.

1. A survey of suspect files is now being carried on to further improve and make more effective the central filing system now in effect.
2. Due to the large number of suspects on file, any change in the system will take a considerable amount of time to accomplish.
3. No disadvantages are contemplated in making the filing system more effective, other than the large amount of work which must be done to make these changes.

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- XII.
4. The suggestions made by the Booz firm are of a constructive nature, and will be carried out in line with the survey now being carried on by the personnel of Naval Intelligence.

X. CONTINUE AND EXPAND A DEFINITE POLICY OF PERSONNEL PROCUREMENT

It is considered that the effect of carrying out this recommendation would be beneficial.

1. It is proposed to continue with the present organization for handling personnel with such minor changes in policy as conditions may require.
2. The present plan is considered effective.
3. This organization has been expanded in the past few months and is better prepared to handle its work than heretofore.
4. The present system has not developed any disadvantages that cannot be overcome.
5. The representatives of the Booz firm have agreed that the work of the present organization is satisfactory, and no variation therefrom has been suggested.

XI. ORGANIZE A TWO WEEKS TRAINING SCHOOL FOR OFFICERS ASSIGNED TO THE OFFICE OF NAVAL INTELLIGENCE

There would be a distinct advantage to have this recommendation carried out.

1. It is proposed that new officers now attached to the Division of Naval Intelligence and all officers attached to ONI in the future, shall be given a course of general instructions covering the function of the Office.
2. This recommendation can be put into effect without difficulty.
3. This recommendation has the advantage of familiarizing officers with all activities in ONI which should help them carry on the particular duties to which they are assigned more intelligently.
4. No disadvantages are foreseen.
5. No variation from the Booz recommendation is proposed.

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XII. PREPARE A BI-MONTHLY FORCE AND STATUS REPORT FOR THE HEAD OF THE ADMINISTRATIVE BRANCH

This recommendation will clarify and bring up to date the status of personnel in ONI.

1. Force and status reports have been made intermittently during recent period of expansion of personnel, but it is now proposed to make these regularly on a monthly basis.
2. This procedure has been put into effect.
3. Such a report has the advantage of keeping all interested persons informed of personnel attached to the Office of Naval Intelligence.
4. Disadvantages - None.
5. No variation from the Booz recommendation is suggested.

XIII. INCREASE THE STAFF IN THE MAIL AND FILE SECTION AFTER OCTOBER 1, TO TAKE CARE OF THE INCREASING LOAD

It is considered that the effect of carrying out this recommendation would be beneficial.

1. It is anticipated that additional space will become available sometime after October 1, and will allow for increase in the mail room staff.
2. Steps have been taken to procure the necessary personnel.
3. The advantage is obvious.
4. No disadvantages are foreseen.
5. No variation from the Booz recommendation is suggested.

XIV. MAKE A COMPLETE REVIEW OF CIVIL SERVICE JOB CLASSIFICATIONS IN THE MAIL AND FILES SECTION

The effect of carrying out this recommendation would help efficiency in the Mail Room.

1. It is proposed that a survey of the Civil Service employees in the Mail and File Section be made for the purpose of comparing their classifications and salaries with personnel handling similar responsibilities in the Post Office Departments with the idea of making necessary adjustments.

2. The personnel will be better fitted for the work to be done, and their classifications and salaries made commensurate with their responsibilities.
3. The review will start at once.
4. No disadvantages can be foreseen.
5. No variation from the Booz recommendation is suggested.

XV. MICRO-FILM ALL MAIL COVERING SUBJECTS THAT MAY BECOME HIGHLY ACTIVE BEFORE MAIL IS RETURNED TO FILES

It is questionable whether the advantages, which might accrue from the adoption of this plan, would compensate for the extra work and expense involved.

1. Mail so handled would be delayed in delivery to desks concerned.
2. A trial method would not be practicable as a considerable amount of equipment would have to be purchased and installed. It is known however, that business concerns and Government Departments use this method, and a study of their practices will be made.

XVI. SET UP FULL SUB-STATION ORGANIZATIONS IN THE DOMESTIC AND FOREIGN BRANCHES

This suggestion has been of help to office efficiency.

1. Branch "B" is now using a variation of the plan suggested by the Booz organization.
2. With "A" and "F" Branches in one wing and on the same floor sub-stations will not be necessary, as the Mail Room will be centrally located.
3. The problem of mail distribution will be considerably reduced as soon as the ONI moves into consolidated quarters.

XVIII. DEVELOP AN OFFICE LAY-OUT THAT CORRELATES THE ACTIVITIES OF THE BRANCHES AND SECTIONS OF THE WHOLE ORGANIZATION AND THAT PROVIDES FOR THE BEST OPERATIONS AND USE OF SPACE TO PRODUCE ORGANIZATION UNITY

This recommendation is obvious and has been a long felt need.

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1. Except for Branch "B", which has recently moved into the 2nd Floor of the new annex, the Division of Naval Intelligence is badly crowded. It is expected that space for expansion will be made available after the new Navy Building at Arlington has been completed. A request has been made to the Chief of Naval Operations for 70 rooms, in one block, preferably on the 2nd floor, 9th wing of the Navy Building.

2. Such a move can be effected immediately when space is made available.

3. The advantage of having adequate space is obvious.

4. Possible disadvantages - None.

5. Variation from the Booz report - None.

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Intelligence.

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