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22 December 1955

MANAGEMENT STAFF STUDY

POSSIBLE MERGER OF THE CABLE SECRETARIAT AND THE SIGNAL CENTER

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NO CHANGE in Class. ☐

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Date: 20/3/78 By:

1. PROBLEM:

Can the Cable Secretariat, Office of the Director, and the Signal Center, Office of Communications, be consolidated to advantage?

2. ASSUMPTIONS:

A merger should be considered only if the cable service rendered by these two units (separately and together) can be maintained or improved.

3. FACTS BEARING ON THE PROBLEM:

- a. Prior to July 1952, the Signal Center, Office of Communications, contained a Processing Branch which performed the Message Center function. In July 1952 the Cable Secretariat was created in the Office of the Director and the former Processing Branch, Office of Communications was transferred to the newly organized Cable Secretariat to perform the Message Center function.
- b. With all cable processing within the Agency centered in the Signal Center prior to July 1952, there existed a central functional component concept in practice. The creation in July 1952 of the Cable Secretariat, split the centralization of complementary functions within the Signal Center and created a new complementary function, that of a Cable Secretary service, together with a new and additional level of administrative personnel required to direct and administer the new organizational component. No attempt was made to see if the Signal Center couldn't effectively perform this added requirement.

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- e. The Cable Secretariat functions require a contiguous location to the Signal Center for reasons of efficiency, coordination, rapid handling, access to cable files, references, etc.

h. DISCUSSION:

- a. It was the stated intent of the 1952 creation of a Cable Secretariat to provide within the Agency a central organizational component to handle all classified cables, etc., to ensure essential coordination in the handling of messages. At present, all classified cables are not being handled or processed through the Cable Secretariat. For example, the cable traffic on seventeen (17) special operational projects by-passes the Cable Secretariat and is currently handled directly by the Signal Center. In addition to this, all technical, Office of Communications cable traffic (Radnote) is handled for and by the Signal Center only.
- b. The "handling of messages" discussed in ha. above incorporates like or complementary functions performed by both the Signal Center and the Cable Secretariat. Ideally, like or complementary functions should be grouped together so as to form major organizational groups in accordance with the principle of functionalization that organization should be built around main functions. Thus all necessary activities relating to cable handling within the Agency should be included in the same major organizational component.
- c. The major functions of the Signal Center and the Cable Secretariat are complementary to each other and it is a recognized requirement that the Message Center function together with the Cable Secretariat function should be sited contiguous to the Signal Center in order that complete cable processing be accomplished with dispatch and maximum efficiency. Thus, the present physical locations of the Signal Center and the Cable Secretariat being contiguous to each other (Tempo L Building, 1st and 2nd floors, rooms 1103 and 2201 respectively, comprising the entire wing on both floors) appear to be such to permit a functional as well as a physical organizational merger with no change required to the present respective organizational locations.
- d. Current overtime analysis shows that the Cable Secretariat has an average overtime expenditure per person of 9.7 hours per pay period. The average Agency cost per hour of overtime is approximately \$3.93. Using these statistics, it has been computed that savings in numbers of personnel resulting from a merger of the Cable Secretariat and the Signal Center would effect a proportionate reduction in overtime expense of approximately per year. (See Attachment III for computation)

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- e. Discussions with the Office of Communications disclosed that a merger of the Cable Secretariat with the Signal Center would be functionally and physically feasible and that the present administrative complement of the Signal Center is considered capable of absorbing any additional administrative workload entailed by such a merger, with no increase in administrative personnel required. It was further determined that the present on duty incumbents of the Cable Secretariat as adjusted in Attachments I and III to a table of organization and civilian personnel ceiling authorization totaling [] positions would be sufficient to perform and maintain the Cable Secretariat mission within the Signal Center.

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- (1) The Clandestine Service Duty Office function, preparation of cable briefs and special cable handling to the Director and Officers of his immediate staff, together with other miscellaneous duties of the Cable Secretariat Duty Officers could be merged with the current duties of the Signal Center Duty Officers. It was felt that only one additional Signal Center Duty Officer would be required. It was also determined that a Chief and Deputy Chief would be required in establishing a Message Center Branch within the Signal Center.

5. CONCLUSIONS:

- a. The present Agency procedure for the "handling of messages" by two separate Agency organizational elements, namely the Cable Secretariat - Message Center, Office of the Director and Signal Center, Office of Communications is inconsistent with the stated intent of the 1952 creation of a Cable Secretariat to provide an Agency central organizational component for this purpose.
- b. Current Agency organization structure reflecting a Cable Secretariat within the Office of the Director and a Signal Center in the Office of Communications is inconsistent with the principle of functionalization whereby like or complementary cable handling functions should be grouped together so as to form one major organizational element.
- c. A merger of the Cable Secretariat - Message Center with the Signal Center is both logical and feasible on the basis of functions, costs, physical location and sound administrative principles and practice.
- d. Substantial tangible as well as intangible savings will result from a merger of the Cable Secretariat with the Signal Center. A representative summary of these savings is as follows:

- (1) Savings in Basic Salary costs of [] per year.
(See Attachment III)

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- (2) Reduction in a proportionate amount of overtime expense of approximately [] per year. (See Attachment III)
 - (3) A total possible monetary savings in basic salaries and overtime of [] per year. (See Attachment III)
(1) plus (2) above.
 - (4) Resultant reduction in assigned Agency Civilian Personnel Ceiling requirements allowing the return to the Director's Reserve of 17 ceiling slots.
 - (5) Reduction in space requirements.
 - (6) Reduction in supervisory overhead.
 - (7) Simplification of organization structure.
 - (8) Removal of operational support type functions from the Office of the Director.
 - (9) Comparable savings in new Agency building requirements and future personnel ceiling requirements.
- e. The Cable Secretariat can be merged efficiently and effectively with the Signal Center and the present cable service as such can be maintained and possibly improved.

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6. ACTION RECOMMENDED:

It is recommended that the Cable Secretariat, Office of the Director, be consolidated with the Signal Center, Office of Communications in accordance with the organization chart and staffing pattern adjustments shown in Attachments I and III.

ATTACHMENTS:

- I Present vs Proposed Organization Charts of the Signal Center and Cable Secretariat w/Recommended Adjustments to Staffing Patterns.
- II Cable Secretariat Table of Organization and On Duty Civilian Personnel Listing.
- III Recommended Position Deletions In the Cable Secretariat - Summary of Savings.

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- IV Memorandum w/Attachments, Dated 29 September 1955, to Chief, Management Staff from Cable Secretary, Subject "Possible Merger of the Cable Secretary and the Signal Center".
- V Organization and General Operating Procedures, Signal Center, Office of Communications.
- VI Memorandum w/Attachment, Dated 15 September 1955 to Chief, Management Staff from DE/S, Subject "Possible Merger of the Cable Secretariat and the Signal Center".

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