

15 February 1960

MEMORANDUM FOR THE RECORD:

SUBJECT: Support Handbook

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1. [redacted] (SSA-DD/S) and I discussed the Support Handbook which Management completed for the NE Division. He proposed that we now take the Support activities included in the Handbook and compare them with the procedures employed in other Area Divisions and, as a result of that comparison, we would try to recommend to NE the simplification or elimination of some of the work. [redacted] was pleased with the Handbook and felt that this would be a profitable exercise.

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2. He suggested that we look at the AF Division. The approach would be to look at each of the services provided and find out if the second division had a simpler way of performing the service. We would not concern ourselves with where the Support work was being done, that is, as NE has a Training man and a Security man, we would expect that some of the work in AF Division would be done by other Support types. We would, however, concern ourselves if we found that the work could be absorbed by someone else and also the only justification for the retention of that position. He would like to have us identify work that appears unnecessary, even though it may be required by a parent Support organization.

3. At the completion of the comparative study of AF Division, we will meet with [redacted] and provide him with the following:

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- a. Does it appear that uniform procedures for Support services would be profitable?
- b. Should we continue to learn how these services are provided by other Support elements in search for the "one best way"?
- c. Are there some Support activities which are required by the parent Support elements of Comptroller, Logistics, etc., which appear unnecessary and which could be eliminated?

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1. This has been cleared with [redacted] who also has an interest and hopes that unnecessary paper can be culled out.

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2. I have talked to [redacted] Support Chief of AF Division, and he said that he would be very pleased to cooperate on this. I indicated that it would be approximately two weeks before an O&M man could undertake the study and, in the meantime, I would try to let him have the Handbook for examination.

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3. I met with [REDACTED] to have him evaluate this piece of Management work and to get his approval for the use of the study in this manner. He said that the Handbook had been the subject of several compliments and that he had no objection to the use of it in this way. He also said that if there are any short cuts in other divisions, he hoped that he would be advised. He was given assurance that he would be told of any improvements.

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[REDACTED]