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LITTONY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JULY 1960 - 31 DECEMBER 1960

6881-1

Approved: Major General William H. Adams, Jr. Director	HISTORY TO THE DIRECTORATE OF ADMINISTRATIVE SERVICES
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HISTORY  
 OF THE  
 DIRECTORATE OF ADMINISTRATIVE SERVICES  
 1 JULY 1960 - 31 DECEMBER 1960

PREPARED  
 FOR THE  
 USAF HISTORICAL DIVISION LIAISON OFFICE

9-51879

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SECTION I

ORGANIZATION AND FUNCTIONS

CHAPTER I  
ORGANIZATION, FUNCTIONS AND KEY PERSONNEL

Functions

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force except as follows:

a. The Staff Message Division, AFCSB, was transferred to AFCAS on 15 Nov 1960. It remained a separate Division for the balance of the reporting period.

b. The Reproduction Branch, AFCSB, was transferred to AFCAS on 15 Nov 1960. It was assigned as a separate branch of the Publishing Division.

c. The publications distribution activities of the Publishing Division and Bolling Air Force Base were consolidated. This eliminated duplication of identical functions and resulted in a net saving of 7 spaces.

Key Personnel

There were no key personnel changes during the reporting period.

Internal Organizational Changes

The Military Personnel Records Division was reorganized effective 15 October 1960. Related functions of some units were transferred to or combined with others. All branches retained their designations except the Air Force Register and OER Evaluation Branch which were redesignated the Air Force Register and Records Correction Branch. This change was due to the transfer of the function of monitoring receipt of officers' effectiveness reports to the Status Sections of the Officers Documents

Branch and the discontinuance of the evaluation of contents of OERs. Concurrent with this action, the functions of processing Air Force Discharge Review Board cases and the administrative handling of Air Force Board of Corrections cases were transferred from the Airmen Status Analysis Branch and the Officers Status Analysis Branch, respectively, to the Air Force Register and Records Correction Branch. See attachment 1.

SECTION II

ACTIVITIES



## CHAPTER 1

### POSTAL AND COURIER ACTIVITIES

DOD Postal Study. The Office of the Assistant Secretary of Defense (S&L) compiled and published the most comprehensive document ever issued on the subject of military postal operations. 1/ Included therein are recommendations which have a direct impact upon the Air Force. The Air Force has agreed that Reserve Postal Units should be established and that Air Force personnel will train at the Army Postal School. It has nonconcurred in the proposal to transfer the postal function to the logistics field.

Commercial Airlift of Ordinary Mail. In response to a directive from OSD arrangements were made to divert ordinary military mail from MATS to commercial carrier airlift during this period. Commercial shipments began in the Atlantic on 15 June and in the Pacific on 1 September. The mail now moves at a new rate of 27.3 cents per ton mile generating an estimated 13 million dollars in new revenue for commercial carriers. Mail transit times to all points have been reduced by at least one day through the direct routing between major commercial terminals. This action was taken as a result of a program approved by the President to stimulate modernization and expansion of the U. S. air cargo industry.

Airlift of Mail to Turkey. In our history Jan/June 1960 we reported difficulties which we had encountered in the movement of mail to Turkey. This had been a problem of long standing. Because of these customs controls, mail was previously moved into Turkey on military airlift via Athens, Greece. During this period Turkish Customs authorities agreed to permit resumption of commercial airlift of military mail into Istanbul and Ankara. Use of direct commercial jet flights has speeded up delivery by 2 days.

Theft of Mail from Turkey. Numerous registered articles, including letters containing over \$2300 in U.S. currency were reported lost after being mailed at Turkish APOs. Investigation revealed that U. S. Postal employees at Idlewild Airport in New York were guilty of the offense. Since that incident, the selling of Postal Money Orders (previously denied) at Turkish APOs has been approved and should help to preclude further thefts.

Establishment and Discontinuance of APOs. Seven Air Post Offices were opened in Turkey, Taiwan, France, Germany, Greece and Italy and one was closed in Japan.

Mail Security. Seaboard and Western Airlines (SEW) developed an all metal lockable container for registered mail designed to prevent depreddation and lessen manifesting, counting and billing tasks. This container was thoroughly service-tested on runs between New York and Paris. Air Force Postal Inspectors made several trips across the Atlantic on SEW all-cargo flights to evaluate the service test. The service test was highly successful and containers are now being used regularly.

New Lightweight Pouches for Overseas Mail. Post Office Department agreed to procure new lightweight nylon pouches for oversea airlift of ordinary military mail which has been diverted to commercial airlift. The nylon pouch weighs 1 lb, vs 3 lbs for the canvas pouch previously used. Based on the 27.3¢ ton/mile commercial airlift rate, use of the nylon pouch saves about \$70,000 annually in transportation costs.

Postal Support - Advanced Weapons Systems. Action was taken to insure fast reacting and reliable postal and security courier support to sixteen ballistic missile site complexes located in the continental United States. A Site Activation Task Force (SATAF) has been established at each complex to

expedite site activation. USAF Postal Inspectors conducted comprehensive surveys and initiated the following improvements: (1) controlled pouch service was established between four of the SATAFs and seven contractors; (2) frequency of mail delivery was increased at Beale and Mountain Home Air Force Bases. Arrangements for Altus Air Force Base to use helicopters to distribute mail to its twelve missile sites were finalized.

Change in Commercial Airlift Billing Policy. In August OSD directed that arrangements be made to have all commercial mail airlift costs credited to the MATS commercial augmentation account. New documentation, billing and funding procedures were developed to meet the OSD objective. Coordination with Army, Navy, MATS, Post Office Department and the Air Staff was completed in October and implementing directive was published.

New Return Address Format. A recommendation to change the official return address format on official envelopes and mailing labels was approved by the Post Office Department and placed into effect throughout the Air Force. The new method permits the use of the abbreviated return address consistent with abbreviated mailing addresses in use in the Air Force for the past two years. The change eliminates the terms "Department of the Air Force" or "United States Air Force" as an element of the return address. "Department of the Air Force" is also eliminated below the words "Postage and Fees Paid" in the upper right hand corner of the envelope.

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FOOTNOTES

- 1/ Department of Defense Review of Defense Postal Policies and Handling of Military Mail with 2 Atch (1) Memo for Ass't Secy of the Air Force (Material) (2) Memo for Ass't Secy of Defense (S&L).

## CHAPTER II

### RECORDS MANAGEMENT

Evaluation of Records Requirements. A program has been underway for approximately 1 year to analyze the cause for the creation of records. During the reporting period, studies were conducted in the areas of legal administration and civil engineering. The results of the two pilot studies have proved the worth of this course of action. The majority of the recommendations submitted to the Judge Advocate General and the Director of Civil Engineering has been adopted. The implementation of these recommendations resulted in clarification of policy and procedures in existing directives, increased delegation of authority, elimination or simplification of many forms and procedures, elimination of several reports, elimination of the requirement for several series of records, and the reduction of the retention periods of several others. All of the results and the full impact of these studies cannot be accounted for or measured; however, there is ample evidence that they have instigated many other corrective actions which were not specifically covered in the recommendations submitted to the JAG and OCE. This course of action also has proved to be an excellent means for updating, improving, and simplifying the records disposition system which has been affected by policy and procedural changes made during the past 15 years. Encouraged by these results, studies have been initiated in the following functional areas: research and development, operations, communications-electronics, and financial management.

### CHAPTER III

#### ADMINISTRATIVE SUPPORT SERVICES

##### Orders

To standardize and simplify the processing of orders, General Orders were eliminated as a type of order issued by the Air Force effective 1 January 1961. Actions which were previously accomplished in General Orders will, in the future, be included in Special Orders.

The directive announcing this change also standardized other phases of the orders issuing function. The most significant was establishing standard numbering and series systems Air Force-wide. Certain lettered series of orders were established for specific types of organizational and personnel actions. An organization that publishes more than one series of orders is now required to issue the specific type of action, (i.e., promotions, separations, permanent change of station, etc.) in a specified series of orders.

##### Terminology

At its 6th meeting, Working Party 85 (Language and Terminology), Air Standardization Coordinating Committee recommended for national acceptance that:

- a. The draft of proposed ABC Air Standard 85/1 receive tripartite agreement.
- b. More active participation in the standard terminology program be encouraged by all members.
- c. Tripartite standardization of abbreviations is an unrealistic task and should be deleted from WP 85's Terms of Reference.
- d. There should be one ABC Air Standard on terminology.

The 7th Revision of the JCS Pub 1, Directory of U. S. Military Terms for Joint Usage (Joint Dictionary) was published in November. There is a large increase in the number of terms in this publication. Standard terms of the English-Speaking Nations of NATO are included for the first time.

As a result of a study <sup>1/</sup> conducted in this headquarters the responsibility for developing standard terms and definitions for the Air Force was assigned to Hq USAF. This policy and the publication of an associated directive now provides a centralized system for standardization of AF terms and definitions.

In conjunction with other U. S. services, preparations are being made for a formal NATO terminology conference to be held in London in April 1961. Discussion and approval of approximately 300 terms and definitions are being scheduled.

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FOOTNOTES

<sup>1/</sup> Standardized Air Force Terminology, 6 July 1960.

## CHAPTER IV

### MAIL AND RECORDS

#### Review of Records Procedures.

A study was made of the records generated and accumulated by the activities of the Deputy Inspector General for Safety (AFIDF). A report of the study, including numerous recommendations was submitted to AFIDF. As a result, the Office of Assistant to The Inspector General (AFCIS) announced appointment of an Ad Hoc Committee to study Flying, Missile, Nuclear, and Ground Accident reporting. The study is to include the possibility of consolidating regulations, reducing reporting requirements and forms, establishing more comparable definitions and standards in the several functional safety areas, and eliminating gaps in the reporting system. AFCIS stated that the recommendations of this Ad Hoc Committee will result in numerous changes to AFM 181-5.

In connection with a survey of records management activities in the office of the Assistant Chief of Staff, Intelligence (AFCIN), a study was also made of the procedures for storing and retrieving intelligence information. Recommendations were submitted to AFCIN-4 on 18 August 1960 that:

- a. The MINICARD system be used to its full potential, thus increasing speed and accuracy of reference.
- b. Action be taken to have the MINICARD film declared acceptable as an adequate substitute for paper copies. This would eliminate the storing and retiring of paper records which are currently accumulating at the rate of 200 cubic feet per year.

Although the reply from AFCIN indicated these recommendations were not adopted, our action has caused further study into these matters by

that office.

Administrative Reference Branch.

A new policy governing the release of standard Air Force publications to other U. S. Government agencies and the public, was adopted on 15 Sep 1960. With a few exceptions, it authorized the release of unclassified publications without contacting the office of primary interest.

Air Force Mail Center Branch.

The official mail service between the Pentagon and Air Staff offices located in the Temporary Buildings, was improved by additional utilization of the Official Mail and Messenger Service (OMMS) which is operated by the Post Office Department. By utilizing the OMMS it has been possible to increase utilization of Air Force messenger service and eliminate duplicate schedules. As a result, more timely trips have been scheduled to the Air Staff, not serviced by the OMMS, and especially the House and Senate Post Offices and Liaison Offices. This increase in mail delivery service was accomplished without an increase in personnel or vehicles.

Additional new equipment, designed to expedite the flow of mail and eliminate unnecessary steps, was received and installed in the Mail Center. Also, "piped-in" music was installed which, we believe, aided in increasing work efficiency and morale, and in lessening absenteeism and monotony.

The Branch handled approximately 3,110,000 pieces of mail during the report period.



CHAPTER V  
PUBLISHING DIVISION

Publications Management

As indicated in our previous history, early in 1960, adverse nationwide publicity on certain manuals sparked an investigation of Air Force publications by the Inspector General. In his report, the IG said that while most publications management policies were sound, their implementation was unsatisfactory. To correct these deficiencies:

a. AFR 5-5, "Standard, Specialized, and Recurring Publications and Posters", was revised spelling out detailed instructions concerning publications management responsibilities and review and approval procedures necessary for Air Force publications. This revision was issued on 1 September 1960.

b. AFR 6-1, "Policies and Procedures Governing Air Force Printing and Duplicating", was revised, assigning specific responsibilities for managing the printing and duplicating program to all Directors of Administrative Services. This regulation was issued on 28 December 1960.

c. During July, a publications distribution survey panel which included representatives of this office and headquarters of several major commands was convened. The panel's recommendations 1/ are being implemented in a change to AFM 5-4, "Distribution of Air Force Publications and Forms," and revisions to AFR 5-31, "Publications Reference Libraries and Files," and AFR 5-1, "Subject and Numbering System". These publications include some major changes in publications management and have not been issued as of the date of this report.

During August a Division representative visited Hq AMC and Shelby AF Depot to obtain current inventory data and to develop a plan for disposing of publications and forms on hand at Shelby AF Depot. At the end of the period we has issued disposition instructions on all of the Shelby stock. Fifty five items remained in stock in December. These were current forms which were scheduled to be shipped to the AF Publications Distribution Center in January 1961.

See Attachment 3 for information relative to publications processed and dollar value.

#### Budget and Fiscal

At the close of FY 1960, Departmental Printing (P434.1) obligations totaled \$12,837,563 of the \$12,870,000 authorized allotment.

FY 1962 Budget Estimates were reviewed and presented to the Budget Advisory Board Working Group on 10 August. The staff recommendation totaled \$45,384,000.

In September 1960, Budget Estimate for P434 funds was prepared for submission to OSD-BOB. Tentative amounts established by Directorate of Budget were P434.1, Departmental Printing, \$12,800,000; P434.2, Field Printing, \$17,802,000; P434.3, Printed Material, \$7,374,000. This brought the total for FY 1962 to \$37,976,000 compared with \$37,699,000 for FY 1961 and \$39,201,000 for FY 1960. The FY 1962 Budget was defended before the OSD-BOB review group in October.

Command revisions to FY 1961 Financial Plans were received in November and staff recommendations forwarded to AFABF and AFMSF for Budget Advisory Board consideration. Command requirements for P434 funds totaled \$43,578.819 of which \$43,213,819 was recommended for approval. Previous funding for FY 1961 totaled \$40,179,500.

#### Printing Management

As the result of a SAC request to establish a printing plant at Vandenberg AFB, a member of the Publishing Division, along with the DAS, SAC, visited existing plants in the area to determine extent of support they could furnish. Neither the Norton or March plant was able to absorb additional work. As a result, we requested a new plant at Vandenberg AFB. On 9 September, the JCP approved establishment of such a plant (JCP Ltr 19923). The plant is capable of producing 23 million printing units annually with an initial equipment inventory valued at \$42,846.

On 2 December the JCP approved the establishment of a printing plant at the Air Force Ballistic Missile Division, Inglewood, California (JCP Ltr 20083). The new plant to be operated by ARDC will be capable of producing 65,520,000 printing units annually. Initial equipment inventory was valued at \$122,685.

During this period the JCP approved action on 130 pieces of equipment. Sixty-one items were purchased at a cost of \$271,150. Thirty items valued at \$39,811 were transferred. We disposed of 36 items valued at \$22,561 which were excess to the plants. Three items were rented at a monthly cost of \$275.

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#### FOOTNOTES

1/ Report of Publications Distribution Survey Panel, 26 Jul 60, on file in APCS-50.

CHAPTER VI  
MILITARY PERSONNEL RECORDS

During the past two years the rate of increase in the number of master personnel records of officers who were retired in a pay status has been extremely high due to voluntary and enforced retirements. The filing of these records created a problem because of the overcrowded condition of the files. To properly maintain and service these records, it was necessary to acquire additional filing cabinets and floor space or to maintain them at another location. To determine the feasibility of the latter course of action, a study was made to determine the activity of these records. It was revealed that they were referred to frequently during the two years following date of retirement but very seldom thereafter. Arrangements were completed with the General Services Administration on 17 October 1960 whereby they would house this category of records at their Federal Records Center, Alexandria, Virginia. Based on this arrangement, a total of 14,500 master personnel records of officers retired prior to 1 January 1959 were withdrawn from the files by 15 November 1960 and transferred to the custody of the Federal Records Center. The agreement also provides that during each succeeding year, one year's accumulation of retired records can be transferred to the same records depository. A total of 327 four-drawer file cabinets were emptied and turned in as surplus and approximately 1,500 square feet of floor space was made available for other activities.

A total of 2,444,814 filing actions were completed and 106,985 pieces of correspondence were prepared and dispatched. In addition to the above, 24,769 telephone requests for information were received and

answered, 50,920 copies of records were reproduced and furnished to requesters, 5,182 officers visited the headquarters and reviewed their master personnel records, and 90,981 officers' selection folders were loaned to Promotion Boards, School Boards, Retirement Boards, Flying Status Boards, etc.

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HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JANUARY -- 1 JULY 1961

Director  
Resource Studies Inst  
A&TN Archives Branch  
Maxwell Hill, Adelaide

RETURN TO

11/28/61  
John G. H. H. H.

[Redacted]



K168.4

RETURN TO

Director  
Aerospace Studies Inst  
1111 Archives Division  
Randall AFB, Alameda

HISTORY  
OF THE  
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1 JANUARY 1961 -- 1 JULY 1961

PREPARED  
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USAF HISTORICAL DIVISION LIAISON OFFICE

0-2199-41

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SECTION I

ORGANIZATION, FUNCTIONS, AND PERSONNEL

SECTION I

ORGANIZATIONS, FUNCTIONS, AND PERSONNEL

Functions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force, except that the responsibility for handling The Federal Register was transferred from the Publishing Division to the Office of the Judge Advocate General, effective 21 March 1961.

Internal Organizational Changes.

a. As a result of the Staff Message Division being transferred from the Office of the Secretary of the Air Staff to the Directorate certain long desired internal organizational changes were able to be effected:

(1) A Mail and Message Division was established with all functions relating to this area being consolidated into it. To do this the Document Security Branch was moved from the Administrative Support Division to the Mail and Message Division. Air Force Mail Center Branch was assigned to the Mail and Message Division from the Mail and Records Division.

(2) The Records Management Group assumed the function of the Procedures Analysis Branch of the Mail and Records Division.

(3) The Administrative Reference Branch of the Mail and Records Division became part of the Terminology Branch, which was renamed Terminology, Translation, and Reference Branch.

(4) These actions transferred all of the functions of the Mail and Records Division to other divisions; the Mail and Records Division, therefore, was abolished as of 6 January 1961.

b. Effective 6 January 1961, the Records Management Group was redesignated the Administrative Systems Division and reorganized into a Procedures and Systems Branch and a Records Management Branch.

c. The Publications Counter Service Section was assigned to the Air Force Mail Center from the Publishing Division.

d. On 1 May 1961 the Air Force Effective Writing Program including AFM 10-4, Guide for Air Force Writing, was transferred from the Administrative Systems Division to the Executive Office of the Directorate.

Changes in Personnel Authorizations.

As a result of Project High Tide the Directorate lost 15 military and civilian spaces, with the following breakdown:

Administrative Systems Division .....	6
Administrative Support Division .....	1
Mail and Message Division .....	3
Publishing Division .....	2
Military Personnel Records Division .....	3

Key Personnel.

a. Executive Office.

(1) Colonel Robert J. Pugh assumed the duties of Director of Administrative Services upon the retirement of Colonel James L. Tarr, effective 1 May 1961.

(2) Colonel Carl J. Stumpf became Deputy Director of Administrative Services, effective 1 May 1961.

b. Publishing Division.

(1) Lt Colonel Earl C. Miller, Chief, Plans and Progress Branch became Chief of the Division when Colonel Carl J. Stumpf transferred from the Division to become Deputy Director, effective 1 May 1961.

(2) Lt Colonel Ray P. Stewart, Chief, Publications Branch became Chief, Plans and Progress Branch, effective 1 May 1961.

(3) Major Montie Thompson, Jr., Chief, Printing Management Section, became Chief, Publications Branch, effective 1 May 1961.

c. Administrative Support Division. Mrs. Carla M. Atherton was appointed Chief, Terminology, Translation, and Reference Branch, effective 3 January 1961.

d. Administrative Systems Division.

(1) Mr. William Miller became Chief of the newly organized Division, effective 6 January 1961.

(2) Mr. Robert E. Beets became Chief, Procedures and Systems Branch, effective 6 January 1961.

(3) Mr. William H. Boucher became Chief, Records Management Branch, effective 6 January 1961.

e. Military Personnel Records Division.

(1) Lt Colonel Howard Mulholland was assigned Chief, Management and Systems Branch, effective 30 January 1961.

(2) Major Robert A. Ports was appointed Chief, Airmen Documents Branch, effective 30 January 1961.

(3) Lt Colonel Howard Mulholland was designated Chief of the Division, effective 15 June 1961.

f. Mail and Message Division. Lt Colonel John W. Arnette was appointed Chief of the Division.

SECTION II

ACTIVITIES

Chapter 1

POSTAL AND SECURITY COURIER ACTIVITIES

Precedence of Military Mail.

Reports have persisted that the Post Office Department (POD) was according a higher movement priority to civil than to military mail. Efforts to obtain a clearly defined policy statement from them were fruitless. During the reporting period, the matter was finally resolved and the following policy now governs the priority of the two categories of mail.

Military and civil mail will be dispatched with equal priority based on the ratio of total traffic tendered a carrier. Example: If 75% of the total mail generated is military, 75% of the available space on a given flight will be used for military and the remainder for civil mail. Moreover, (1) end destination mail will receive priority over mail destined for intermediate stops, and (2) letter mail will receive priority over parcels.

DOD Postal Study. 1/

One recommendation contained in subject study was implemented by finalizing arrangements to have overseas postal replacements attend the Army's Postal Operations Course at The Adjutant General's School, Fort Benjamin Harrison, Indianapolis, Indiana. A USAF Postal Inspection Field Office was activated at Fort Benjamin Harrison and the incumbent is assigned the additional duty of AF liaison officer to the school. An experienced Air Force noncommissioned officer is also assigned to assist in instructional and supervisory duties.

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1/ Furnished as attachment to last history



A second recommendation was satisfied by activation of two Air Postal Squadrons (Reserve). Each squadron consists of four detachments and a headquarters, with a manning authorization of seventeen officers and ninety-two airmen per squadron. Geographical sites for the detachments have not been determined; however, for ease of recruitment and training, the locations of the USAF Postal Inspectors offices will strongly influence the final selections.

#### APO Support of HEW Medical Shipments.

The Department of Health, Education and Welfare in an effort to expedite the shipment of medical supplies overseas requested concurrence in placing a portion of these shipments into APO channels. We agreed that where an addressee was located within a reasonable distance of an Army or Air Post Office, a considerable reduction in transit time could be realized. A study of end destinations and tonnages involved was completed and a common Air Force-Army policy established to permit HEW to make medical shipments to overseas APOs with subsequent pick-up by the addressee. Where no APO is conveniently available, HEW will continue to use International Mail.

#### U. S. Maritime Strike.

The eleven-day strike (16 June -- 26 June) against U. S. shipping lines did not affect vessels carrying military traffic. Through maximum use of military vessels augmented by time-chartered commercial vessels, little delay was experienced except in the case of mail destined for Spain, Italy, Tripoli, Casablanca, Greece, and Turkey. Foreign carriers were used to move mail traffic bound for Bermuda and the United Kingdom. While frequencies were reduced slightly, the whole plan worked smoothly without having to resort to the air carriage of any surface mail.

## Chapter 2

### ADMINISTRATIVE SYSTEMS

#### Records Management.

Records maintenance and disposition procedures were simplified by a new system prescribed by Change B to AFM 181-4. Records Control Schedules (AF Forms 296 and 296A) and correspondence file outlines were replaced by Files Maintenance and Disposition Plans (AF Forms 80) and Files Disposition Control Labels (AF Forms 81). The "plans" contain a description of all records of an office, how they are maintained, and the disposition authority from AFM 181-5. The "labels" give specific disposition instructions for each records series and are affixed to guide cards immediately preceding each series. Major improvements to be realized from this new system are (1) discontinuance of time-consuming records control scheduling, review, and approval; (2) creation of a document (the file plan) that gives a "blue-print" of all files of an office and how they are maintained; and (3) physically locating the pertinent disposition instructions with the related records (by affixing the label to guide cards). The new system will be installed Air Force-wide as soon as AFM 181-4B and the new forms are distributed.

#### Authentication of Official Documents.

The receipt of many suggestions, recommendations, and inquiries revealed a general lack of knowledge and understanding of the basis and process for authenticating official Air Force documents. Study of the problem showed the lack of a basic policy. Methods of authentication varied and were scattered among many directives dealing with specific

kinds of documents. To remedy the situation AFR 11-17 was published in April of this year. It prescribes the basic policy and principles for authenticating all documents and covers such subjects as the authority to authenticate in command, staff, and professional capacities; when the authority line should be used; and when actual or facsimile signatures should be used.

Procedural Implementation of Security Policy.

Memorandum of understanding, signed 20 April 1961, delineated responsibilities between AFPCAS and AFISL for the development of policies and procedures governing control and accountability of classified documents. It was agreed that AFISL would simplify and prescribe security policy and AFPCAS would prescribe standardized Air Force-wide procedures and forms. It was further agreed that both offices will collaborate, on a long range basis, to review security policies and procedural requirements and issue changes that will lessen the administrative burden of accounting for and controlling classified material and yet maintain the desired degree of security.

Messages.

The provision for marking multiple address messages "BOOK" or "MULTI" to indicate to the communications center whether a list of addressees must be transmitted to each addressee was restored in January 1961. This procedure had been in effect in the Air Force until 1958, when it was changed to provide for listing the addressees of a message in its text only when this information was required by the addressees. Dissatisfaction with

the substitute procedure was indicated by (1) the number of requests for a return to the use of "BOOK" and "MULTI" messages and (2) the many complaints that addressees were not receiving needed information in the text about other addressees. Therefore, APM 10-2, Use and Preparation of Air Force Messages, was changed to prescribe the use of "BOOK" and "MULTI" messages.

A survey was made of AINAJUM general messages sent during March 1961 to determine if these messages had been used when less expensive multiple address letters could have been used. The use of an average of four such messages a day was not considered excessive. However, almost one-third of these messages dealt with interim changes to directives. This was identified as an item for further study. In addition, the study revealed that, generally, messages were well written and not excessively long and that the lowest possible precedence designations were assigned. On the other hand, areas were found requiring attention when APM 10-2 is revised. The most important of these were: (1) the unnecessary use of a "Subject" line; (2) omission by message drafters of the "For" information which permits direct delivery to action offices; and (3) the excessive lapse in time between preparation by the writer and delivery of the message to the communications center.

Chapter 3

ADMINISTRATIVE SUPPORT

Terminology.

During April 1961, a conference was held in London to standardize NATO terminology. A total of 267 out of 300 terms presented for standardization were accepted by the representatives of the NATO countries and will be published in appropriate documents to improve mutual understanding and communication.

## Chapter 4

### MAIL AND MESSAGES

#### Air Force Mail Center.

Prior to 1 January 1961, the Air Force Mail Center was providing only four mail deliveries and pickups per day to Air Staff offices located in the Pentagon. This service was inadequate because the mail was not moving as fast as possible between the Air Staff offices, nor was the mail picked up from the Defense Post Office being delivered as soon as possible. Through better management and control, we are now averaging six trips per day to these offices, decreasing the transit time of this mail as much as two to four hours. Within the next month, the AF Mail Center plans to make eight deliveries and pickups daily, to coincide with the mail service from the Defense Post Office.

To further improve the mail service, work hours were rescheduled. Personnel are now on duty in the Center from 0630 until 2000 hours. This not only speeds up the delivery of mail, but also smoothes out the workload, resulting in less mail on each delivery and helps alleviate heavy peak loads.

#### Document Security.

Procedures for handling Top Secret material entering or leaving Hq USAF were changed. Previously, this material was processed through the Document Security Branch. Under the new procedure, Top Secret transactions are handled directly between Air Staff offices and the Armed Forces Security Courier Service. The Document Security Branch, however, continues to process material for the Secretary of the Air Force, Chief of Staff, USAF,

Directorate of Administrative Services, and material addressed to the Headquarters without office designation.

Staff Messages.

Moving the Staff Message Division into the Directorate was completed on 20 March 1961. The move was made with very limited interruption in message processing.

The Branch was able to move into a completely newly equipped office which improved the efficiency of operations as well as improving morale. Automation continued to be an important subject due to personnel reductions and a desire to improve message service. A new 836 IBM Printing Card Punch, Timeclock, and Typewriter unit was installed. Together with the installation of this machine, a new message register was placed in use. As a result of this new office equipment considerable improvement in the amount of time required to process messages has been realized.

## Chapter 3

### PUBLISHING ACTIVITIES

#### Printing Management.

In keeping with current Department of Defense policy, Air Force printing plants were directed to discontinue the manufacture of rubber stamps when supplies on hand were exhausted. Discontinuing this service-operated activity will provide commercial manufacturers with an additional stamp market of \$83,000 or more per year.

The Congressional Joint Committee on Printing (CJCP) approved the establishment of a printing plant for Air Training Command at Sheppard AFB, Wichita Falls, Texas. This CJCP authorization provides an initial equipment inventory of \$34,953 with a capability of 37 million units of printing annually. (CJCP Letter 20344, dated 10 April 1961).

On 2 January 1961, a printing plant was established in the Office, Secretary of the Air Force. The new plant was authorized by Congressional Joint Committee on Printing letter 19600, dated 3 October 1960. The approved initial equipment inventory was \$15,005.

The Congressional Joint Committee on Printing authorized the disestablishment of the Mitchel AFB Printing Plant due to relocation of Headquarters Continental Air Command to Robins AFB, Georgia. The capability of the Robins AFB printing plant was increased to support the 13 million units of printing for Headquarters COMAC. (CJCP Letter 20316, dated 24 March 1961).



As of 30 June 1961, there were 32 USAF printing plants and 6 Reconnaissance Technical Squadron printing facilities.

During this period, the CJCP approved action on 320 pieces of equipment. 190 items were purchased at a cost of \$1,731,185. 39 items valued at \$115,539 were transferred. We disposed of 31 items valued at \$24,708, which were excess to the plants.

A new set of packaging, packing, and marking specifications for Departmental printed material was issued during January 1961 to improve packaging and to standardize carton and inner-pack of publications procured from the Government Printing Office and commercial printers.

#### Publications and Forms Management.

Automatic resupply of forms to PACAF was discontinued as of 26 June, date of the last scheduled shipment. Despite recurrent distribution each quarter, numerous requisitions for the same items continued to arrive at the Publications Distribution Center during the intervals. The effort required to process these requisitions tended to negate the benefits of automation.

Initial distribution of Technical Orders to Army units was stopped, effective 1 June 1961. Air Materiel Areas will no longer provide such service. Instead, the Army may ride our print orders and have copies initially distributed by the printer. The draft of an Air Force-Navy agreement on interdepartmental distribution of publications is being coordinated.

Aware of the restricted dissemination of the Civilian Personnel Manual (AFM 40-1), which forced practically every one of the base

civilian personnel offices to issue a handbook for local supervisors, the Directorate of Administrative Services, along with the Office of the Secretary of the Air Staff prepared a study of the problem. The study recommended that Air Force Regulations covering the several subjects in AFM 40-1 be issued over a period of one or two years and that AFM 40-1, together with the base-level handbooks, be rescinded.

By having one standard publication on each facet of civilian personnel administration and distributing it to base or squadron level, the Air Force can eliminate the repetition that resulted when all 200 Central Civilian Personnel Offices had to implement AFM 40-1 with local directives. The Director of Civilian Personnel has explained the proposal to his counterpart in all major commands, requesting their comments and their assistance in the way of writing, typing, and physical facilities. (Letter dated 1 June 1961 from AFPCP-C-2 to all major air commands: subject: "Civilian Personnel Publications.") Though the plan will initially mean a greater expenditure of departmental printing funds, it is expected that significant net savings will eventually result from the reduction in printing at base level. Moreover, all civilian personnel will have access to the policies spelled out by this Headquarters in a standardized set of documents.

The Annual Forms Management Progress Report showed that, as of 30 November 1960, there were 65,308 forms in use throughout the Air Force: 50,147 were local forms; 15,161 departmental and command forms. During the past year 28,507 forms were eliminated; 26,732 new ones were created. An additional 7,136 proposed forms were disapproved.

Change C to AFM 5-4, "Distribution of Air Force Publications and Forms," was published 6 May 1961. It prescribes some major procedural changes which will reduce workload for Publications Distribution Officers (PDOs) and the Publications Distribution Center and result in faster, more accurate, more economical service.

a. Two EAM cards (AF Forms 124 and 764) have been developed for submitting requisitions and requirements, respectively, to the Center. Heretofore, each time a PDO requisitioned an item or changed his requirements, he had to write in the short title, unit of issue, quantity, date, and PDO number. Now he need record number, title, and unit of issue only once - with the first submission. Upon receipt of his card, the Center prepares another and returns it to him, with all the static information prepunched. To order the same item again, the PDO merely inserts the quantity, then dates, signs, and mails the prepunched card. It saves him preparation time, and it also saves the Center processing time and eliminates the likelihood of error.

b. AF Form 124A, a carbon interleaved version of AF Form 124, can be used by the PDO for making file copies of his requisitions. Primarily, however, it is used by units for requisitioning from the PDO, just as they use AF Form 764A for submitting requirements to him. Both of these single-line-item forms are considered more convenient than the old multiple-line-item requisition, AF Form 507, and the Series Distribution Requirement List, AF Form 123, which they replace.

c. The procedures introduced by AFM 5-4C are designed to take greater advantage of the Publications Distribution Center's electronic accounting equipment and to save manhours from the time an order for forms or publications is initiated until it is filled.

Our renewed emphasis on the Air Force Publications Obsolescence Program resulted in the rescission of the following number of publications and forms during the reporting period:

<u>Type Publications</u>	<u>Number Rescinded</u>
APMs	10
APNs	80
APPs	47
APLs	27
HEIs	7
Forms used AF-wide	187
Forms used in Hq USAF only	47

Budget and Fiscal.

Second and third revisions to the FY 1961 Financial Plan for Departmental Printing were submitted during this period. Budget authorization at the close of the fiscal year had reached \$12,945,695. Obligations are expected to approximate this.

During January, the FY 1962 Budget Estimate for P&R funds, (Printing and Reproduction) was prepared for Congressional submission. The estimate totalled \$36,976,000. Supporting material was developed for the Budget Director to use in testifying before appropriations committees. Categories of publications were redefined to eliminate the "Miscellaneous" category.

The category "Periodicals" was also dropped. New categories "Recurring Publications" and "Surplus Sales Brochures" were established and other categories were defined in broader terms to encompass material previously designated "Miscellaneous."

In March, a combined submission of the FY 1962 Financial Plan and the FY 1963 Budget Estimate for F434.1 funds (Departmental Printing) showed requirements for \$14,201,000 and \$14,731,000 respectively.

In April and May, a review of command financial plans for FY 1962 for F434 funds was made and \$51,801,000 was recommended to the O & M Working Group. However, a total of \$38,972,000 was approved and apportionment of this amount was requested from OSD and BOB at apportionment hearings 20 June 1961. Of this amount \$12,632,000 was for Departmental Printing, \$17,348,000, Field Printing, and \$8,742,000 for Printed Material.

Chapter 6

MILITARY PERSONNEL RECORDS

Because of the increased retirements of officers and airmen, available filing space became a critical problem in the handling of military personnel records. A study was conducted to determine the number of times records were referred to once an individual had actually retired. It was determined that the greatest use of these files took place during the first 2 years following an individual's retirement. An agreement was reached with GSA wherein GSA would accept the records of individuals who had been retired for more than 2 years. A total of approximately 30,000 master personnel records of officers and airmen were transferred to the custody of the Federal Records Center, GSA, Alexandria, Virginia.

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JULY 1961 -- 31 DECEMBER 1961

RETURN TO  
Director  
Administrative Services Division  
ATTN: Mr. [unclear]  
Newport, RI 02881

[unclear]

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES

1 JULY 1961 -- 31 DECEMBER 1961

16814	RETURN TO
Director Aerospace Studies Inst ATTN: Archives Branch Maxwell AFB, Alabama	

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE

12890-12



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SECTION I

ORGANIZATION, FUNCTIONS, AND PERSONNEL

## SECTION 1

### ORGANIZATIONS, FUNCTIONS, AND PERSONNEL

#### Functions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force.

#### Internal Organizational Changes.

a. The Directorate Security Officer responsibility was transferred from the Administrative Support Division to the Document Security Branch of the Mail and Message Division, on 12 October 1961.

b. The Directorate Continuity Planning responsibility was transferred from the Administrative Support Division to the Document Security Branch of the Mail and Message Division on 16 October 1961.

#### Key Personnel Changes.

##### a. Military Personnel Records Division.

(1) Colonel John L. Turner was designated Chief, Military Personnel Records Division on 1 August 1961.

(2) Lt Colonel Robert A. Ports was transferred to the position of Chief, Management and Systems Branch on 13 November 1961.

(3) Major William L. Brooks was designated Chief,  
Airmen Status Analysis Branch on 13 November 1961.

b. Administrative Support Division.

Lt Colonel Howard Mulholland was designated Chief,  
Administrative Support Division on 14 November 1961.

SECTION II  
ACTIVITIES

## Chapter 1

### EXECUTIVE OFFICE

During October of this past year AFR 10-1 was published covering all aspects of the Air Force Effective Writing Program and making the first time the Air Force officially recognized the need for clear written communication and the way to obtain effective communication.

The Air Force effective writing course, Steps to Better Written Communication, has been successfully launched in each of the major air commands. The Commander or a key official of each command has enthusiastically supported the program. The course has been started at approximately 275 Air Force bases and installations. While the principles discussed in the course are readily adaptable to all forms of writing, the course specifically shows how to apply the principles of clear writing to correspondence and messages.

## Chapter 2

### POSTAL AND COURIER ACTIVITIES

#### Security Courier Operations.

As a result of the international airline hijacking incidents, Air Force Couriers were issued special passports as a protective measure. Under international law and practice, the indorsed passport will help a foreign government recognize the official status of a courier. Under this arrangement the security of the material being carried will be preserved.

#### Equipment.

Approximately 1800 cost-free lock boxes were obtained from the Post Office Department and distributed to six CONUS bases and to Christchurch, New Zealand for Operation Deep Freeze personnel. Over 1500 additional items of miscellaneous postal equipment have been earmarked for overseas postal units.

New light-weight green mail bags are now used to carry mail on all commercial and military flights between U. S. and overseas terminals. These are also used for flights between overseas APOs. This item weighs 9.3 ounces as opposed to the 15-ounce canvas bag it replaces.

Improvements.

A new DOD Form was approved which eliminates two existing forms and serves the dual purpose of Locator Card and Change of Address Notification. The new form bears the Postage and Fees Paid indicia of each using service. Formerly information contained on the change notice had to be retranscribed on the locator card.

Seventy-six separate Unit Mail Rooms were eliminated when Consolidated Mail Rooms were established at Alconbury, England; Chateauroux, France; England AFB, Louisiana; and Plattsburgh AFB, New York.

Air Force truck schedules were established to speed the receipt of weapon system support pouches to missile bases in Germany. Under the new system mail is picked up at the airport and delivered directly to addressee, thus advancing delivery 24 hours.

Emergency plans were approved for (1) routing mail to the European-Middle East area in the event of reduced commercial air capability as a result of strikes or other stoppages; (2) ascertaining that sufficient postal and courier staff would be present in the headquarters during emergency



weather conditions, and (3) instructing Postal and Security Courier Operations Group personnel on procedures to follow in event of emergency attack.

Transportation.

Air Force troop movements to Europe late in the year necessitated several waivers of policy so that holiday mail would arrive by Christmas. Parcels ordinarily dispatched by ship were diverted to airlift. All overseas commands were kept continuously appraised of FCC mail movements and the entire Christmas Mailing Program progressed as scheduled.

Due to increased troop strength, stepped-up logistical support of oversea operations and the "Gold Flow" project which increased mailings from U. S., FY 62 requirements for air transportation of mail was raised from \$14.1 to \$16.1 million.

### Chapter 3

#### ADMINISTRATIVE SYSTEMS

##### Records Maintenance and Disposition.

Responsibility for the maintenance and disposition of records is oftentimes given to lower grade clerical personnel. The rapid turnover of such employees keeps record keeping proficiency at an extremely low level having a significant impact on the efficiency of all personnel that use current files. This problem was recognized and overcome by the development of an Air Forcewide training program and course for records clerks. It was prescribed by AFR 50-1, Air Force Records Management Training Program, dated 29 December 1961.

Air Force records in prime office space were reduced 26,891 cubic feet. This resulted in the elimination of additional requirements for office space and filing equipment.

Arrangements were made with General Services Administration to store over 100,000 reels of inactive Air Force aerial film in the Federal Records Center, Alexandria, Virginia, and make them available for immediate recall.

Microfilming.

Six new microfilm projects were approved bringing the total number of active projects to 44. Reports on these projects indicate that the Air Force converted over 15,200 cubic feet of records to microfilm during fiscal year 1961. Two of the new projects (certain cartographic documents of Army Map Service, and base-facilities-construction drawings) involved, for the first time, the use of 105 millimeter film.

Policy and procedures on the release of information and charges for copying and certifying records were revised the latter part of 1961. They included an upward revision of charges for providing copies of records and an annual review of fees to assure the recovery of "full cost" for services rendered rather than "approximate cost." These changes implemented a new DOD directive issued on 31 August 1961 and are prescribed in a revision of AFR 11-6 dated 16 November 1961. Also, the provisions of AFR 11-6 were extended to apply world-wide rather than being limited to continental United States.

Chapter 4

ADMINISTRATIVE SUPPORT

Terminology.

AFM 11-1, Air Force Glossary of Standardized Terms, was published. It replaces AFM 11-1, AFP 11-1-4, AFR 11-49, AFR 53-3, and AFR 80-1. It contains 2433 terms as opposed to approximately 1,000 terms in previous edition of AFM 11-1, 15 January 1959.

## Chapter 5

### MAIL AND MESSAGE

The annual Civil Defense Exercise was held again at AJCC under the nickname of "Green Rock." The exercise began on 25 July 1961. Message distribution seems to be the biggest problem encountered during the exercise.

The Berlin and Vietnam crisis affected the message business this period. Total number of messages processed increased with the largest activity in the Top Secret area. The Branch experienced no back log during the crisis due to the use of experienced personnel, good equipment, and "know how."

The Defense Intelligence Agency (DIA) was established in November. Air Force was given the responsibility of servicing this agency for electrical message traffic. Staff Message Branch will service the agency for both incoming and outgoing messages. At the present time they receive their messages via AFCIN tube.

## Chapter 6

### PUBLISHING

#### Printing Management.

AFR 6-1, Policies and Procedures Governing Air Force Printing and Duplicating, was revised and printed 22 December 1961. This revision improves the standards for managing our printing and duplicating activities and implements the provisions of the current Government Printing and Binding Regulations. The most significant changes in the Government Printing and Binding Regulations are: (1) Departments can approve acquisition of certain power operated collating machines without JCP approval, (2) Departments can replace equipment in printing plants with like items of equipment without prior JCP approval, and (3) prohibits the inclusion of printing within contracts for the manufacture and/or operation of equipment and for services such as architectural, engineering, and research unless authorized by JCP.

During July, the consolidated Army-Air Force Recruiting Publicity Center at Governor's Island, New York was discontinued and the responsibility for printing approximately \$500,000 worth of recruiting material per year was assumed

by the Publishing Division. The Distribution Center assumed the responsibility for distributing and storing this material without increasing its space or personnel requirements.

Publications and Forms Management.

AFM 5-4 was revised to provide a new system for requisitioning and establishing initial distribution requirements for publications and forms through the use of two new single purpose EAM card forms (AF Forms 124 and 764). This system permits the USAF Publications Distribution Center in Washington to forward the new forms to PDCs, world-wide, with certain information mechanically pre-punched and imprinted. The prepunched forms may then be used by PDCs for requisitioning or for changing established requirements, thus, sparing them the necessity for researching and entering repetitive data each time they fill out a requisition or requirements form. Additionally, the pre-punched form serves as an acknowledgement by the Distribution Center that the requirement has been received and entered in the Center's records. The Center is also relieved of the necessity for manually editing and punching the forms. Faster, more accurate service has resulted.

The storage and issue responsibility for printed materials in the Airmen Proficiency and Airmen Job Knowledge Testing

Program was centralized. The consolidation of all printed testing material in the Distribution Center in Washington eliminated the duplicative storage and processing facility at Lackland and resulted in more simplified requisitioning and operating procedures. Test Control Officers are now using the standard publications and forms requisition form (AF Form 124). The additional testing material was absorbed by the Distribution Center without additional increase in personnel.

Our continued emphasis on the Air Force Publications Obsolescence Program resulted in the rescission of the following number of publications and forms during the reporting period:

<u>Type Publication</u>	<u>Number Rescinded</u>
AFMs	4
AFPs	38
AFLs	3
AFTs	6
HOIs	5
Forms used AF-wide	92
Forms used in Hq USAF only	26



Budget and Fiscal.

Certified obligations for FY 1961 for P434.1, Departmental printing were \$12,893,919. By 31 December 1961 this had been adjusted to \$12,689,786.

Fiscal Year 1962 began with a budget authorization of \$12,682,000 for Departmental printing. The Financial Plan revision prepared in October requested \$13,067,000 which was granted. The increase was for the Recruiting Publicity Program. Obligations through 31 December were \$6,247,923 with an additional \$605,978 committed.

Total printing and reproduction fund authorization for FY 1962 was \$42,150,000. Of this amount \$13,067,000 was for P434.1; \$18,150,000 for P434.2, field printing, and \$10,933,000 for printed material. This 31 December position for FY 1962 has been used in the Congressional Budget submission for FY 1963.

## Chapter 7

### MILITARY PERSONNEL RECORDS

In a letter to the Directorate of Administrative Services, 30 October 1961, the Secretary of the Air Staff stated that it was necessary to enlarge the Air Force Command Post. In order to obtain some of the floor space necessary, he proposed that the master personnel records of inactive Air National Guard personnel be transferred to the custody of the Air Reserve Records Center, the Federal Records Center, or to the National Guard Bureau. The Chief, Personnel Division, Office of the Assistant Chief of NGB for Air National Guard, stated that these records were required in their every day operations and requested their custodianship. On 6 December 1961, a total of 6,100 master personnel records of inactive Air National Guard officers was withdrawn from the files and transferred to the Air National Guard.

K1684  
JAN JAN 1962

RETURN TO

Director  
Aeropace Studies Inst  
Smith Archives Bldg  
Crawell AFD, Houston

HISTORY  
DIRECTORATE OF  
ADMINISTRATIVE SERVICES  
1 JAN 1962 - 30 JUNE 1962



11084

RETURN TO:
Director Aerospace Studies Inst ATTN: Archivist Maxwell AFB, Alabama

HISTORY  
OF THE  
BUREAU OF ADMINISTRATIVE SERVICES  
1 JANUARY 1962 -- 30 JUNE 1962

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE

67-06600

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SECTION I  
ORGANIZATION, FUNCTIONS AND PERSONNEL

## SECTION I

### ORGANIZATION, FUNCTIONS AND PERSONNEL

#### Functions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force.

#### Internal Organizational Changes.

Effective 14 March 1962, the Records Correction Section of the Air Force Register and Records Correction Branch was transferred to the Airmen Status Analysis Branch. The Air Force Register and Records Correction Branch was redesignated as the Air Force Register Branch effective 2 April 1962. Concurrent with this action, the Special Projects Section of the Officers Status Analysis Branch was transferred to the Air Force Register Branch and redesignated the Source Data Section.

#### Key Personnel Changes.

Captain Smith H. Whitt was assigned as Chief, Airmen Documents Branch effective 16 February 1962, vice Major William L. Brooks. Lt Colonel Douglas T. Smith was assigned as Chief, Officers Documents Branch on 4 April 1962, vice Lt Colonel Alva L. McClelland.

SECTION II

ACTIVITIES



## Chapter 1

### POSTAL AND COURIER ACTIVITIES

#### Equipment.

The postal equipment improvement program was accelerated by the distribution of over 15,000 individual lock boxes to Air Force bases and almost 2,000 units of equipment to oversea installations. This surplus Post Office Department equipment was obtained at no cost to the Air Force. If purchased new, it would cost almost \$250,000.00.

#### Postal Support.

The area postal support concept was thoroughly field tested during the reporting period. Postal responsibility in Southeast Asia has been delegated by CINCPAC to the Air Force. The buildup in this area was anticipated, but faulty planning and poor coordination permitted inadequate postal service to be prevalent for a prolonged period. This, in turn, caused Hq USAF to perform a comprehensive survey in the Pacific. Before acceptable service could be installed, agreements with the host governments concerned were consummated, nine postal units activated in Vietnam, and the same number in Thailand. An Aerial Mail Terminal was set up in Bangkok to expedite the operation. What was learned during this brief emergency is being incorporated into postal planning documents to preclude a repetition of postal service failure in any area of the world.

#### USAF Postal Inspectors.

Surveys were made at Andrews and Turner AF Bases. Twenty-two unit mail rooms were eliminated at the former and twenty-four at Turner. In each case, a single consolidated mail room furnished better service and provided 24-hour

availability. Other favorable results were: (1) reduced use of part-time vehicles, (2) increased frequency of distribution of publications and mail, and (3) substantial savings in dollars and equipment.

At the request of AFIC, USAF Postal Inspectors now accompany their Inspector General on annual inspections of subordinate activities, rendering required technical assistance.

Transportation.

To improve security, a new policy of documenting all registered mail on separate manifests was placed in effect.

To avoid confusion between civil, Navy, and APO mail, another new policy now requires that APO mail be documented on distinctive manifests.

## Chapter 2

### ADMINISTRATIVE SYSTEMS

#### Source Data Automation.

This area of paperwork management is receiving increasing emphasis throughout Government. The National Archives and Records Service, GSA, is conducting 1-week seminars for management analysts, records officers, and supervisors of large paperwork operations, GS-9 and above. Some 20 employees of this office have completed the course. In order to make full use of these techniques and systems throughout the Air Force, a delineation of responsibilities with the Assistant for Data Automation, Comptroller of the Air Force, was recommended in January 1962. That office agreed that the Directorate of Administrative Services should serve as the focal point in the Air Force for coordination and promotion of source data automation and information storage and retrieval systems, exclusive of automatic (computer) data processing, throughout the Air Force. Further action to obtain Air Staff approval and assignment of this responsibility was deferred pending results of Project 39a.

#### Communications Control.

The requirements, procedures, and related forms used to account for and control material classified SECRET and CONFIDENTIAL were simplified and standardized. As a result of a joint project of this office and the Directorate of Security and Law Enforcement, Office of the Inspector General, USAF, a revision of AFR 11-1h, Processing Written Communications, and a companion Change D to AFR 205-1, Safeguarding Military Information, were published in April. These new procedures and the emphasis made on direct communication between writer and reader, eliminating unnecessary clerical controls of

directly addressed communications, have expedited written communications throughout the Air Force.

Message Preparation and Procedures.

A change to AFM 10-2, Use and Preparation of Air Force Messages, was to include instructions for (1) actions to be taken when MIMDIFE is imposed, (2) sending classified messages to non-military addressees, and unclassified messages to a combination of military and non-military addressees, and (3) showing downgrading/declassification markings when required.

Records Management.

During this period two formal changes to AFM 101-5 were published and distributed. These changes updated records management policies and procedures and added new or revised records disposition instructions.

This office participated in National Archives Project 61-1, Essential Records for Individual Identification and Reestablishment of Individual Rights.

The project was established to develop a nationwide system to assure the identification of persons during emergency and post-emergency periods. Several meetings with the contractor (George Washington University Management Research Group) and other participating agencies were held to determine if any agency used a system of individual identification which could be adapted for national use. The material previously furnished the contractor by the Department of the Army is being reviewed to determine the degree of our further participation.

As the result of a request from the Smithsonian Institution (National Air Museum), this office arranged for the reproduction and transfer to that agency of 154 reels of microfilm of Air Force aircraft historical records

at no cost to the Air Force. This data was required to support the National Air Museum's function.

#### Records Management Training.

Files of records -- an essential tool of all executive and staff personnel -- are being made more effective as a result of training of clerical personnel that maintain them. In the Records Maintenance and Disposition Course, prescribed by AFR 50-1, records clerks learn how to maintain and service current files efficiently and to dispose of noncurrent records properly and systematically. Records clerks are the vital link between information on file and the person that participates in decision making and action processes. The importance of this training becomes apparent from the fact that few decisions are made or actions taken without resort to stored, documented information. The Air Force has over 200,000 file cabinets of current records. The course has been given already to several thousand records clerks throughout the Air Force.

#### Microfilming.

Three new microfilm projects were approved during the report period. Two of these are for placement of intelligence information into a microcard system to permit rapid dissemination, to preserve an inviolate library of intelligence, and to conserve space. The third project is for periodic microfilming of civilian individual retirement records (SF 2806) for "protective custody" by the Civil Service Commission as "vital documents."

#### Hq USAF/USAF Records Management.

This office made arrangements with the Career Development and Training Branch, Staff Civilian Personnel Division, Secretary of the Air Staff, to conduct the Air Force Records Maintenance and Disposition Course in Hq USAF.

During the period 30 April - 30 June, 705 military and civilian personnel of Hq USAF/OSAF offices in the Washington area attended this course.

Hq USAF/OSAF offices reported a total of 108,020 cubic feet of records on hand -- 70,796 in departmental offices and 37,224 in field extension offices -- as of 30 June 1962. This represented a decrease of 5,203 cubic feet in the total volume on hand as of 30 June 1961. The transfer of the Air Technical Intelligence Center (ATIC) from Hq USAF to the Air Force Systems Command during this reporting period accounted for the large decrease in the Hq USAF/OSAF holdings. ATIC had 5,276 cubic feet of records on hand as of 30 June 1961.

During the reporting period, the following disposition was made of Hq USAF/OSAF records: (1) 2,192 cubic feet of noncurrent records were retired to Federal Records Centers, and (2) the World War II Records Division, National Archives and Records Service was furnished authority to destroy 1,258 cubic feet of retired Hq USAF/OSAF records that had served their purpose.

#### Records Evaluation and Disposition.

A working group met at Headquarters, Air Force Communications Service (30 April - 2 May 1962) to evaluate communications-electronics records requirements and to update Chapter 8, AFM 181-5, which prescribes the disposition of such records. Records management representatives of Hq USAF (AFCAS), Military Air Transport Service, Air Force Communications Service, and Air Defense Command, and communications-electronics technical personnel of Air Force Communications Service attended the meeting. Proposals were made and tentative agreements were reached in several areas which should result in

Improved documentation, operational processing, and records disposition.

These include reducing the number of copies of forms prepared, eliminating the submission of a form through channels, developing a standard form, improved routing procedures, and reducing the number of reports required.

The total Air Force records holdings as of 30 June 1962 amounted to 1,555,985 cubic feet, of which 1,229,297 were in current files areas; and 326,688 cubic feet in records staging areas. An estimated 727,000 cubic feet of records were created and 706,000 cubic feet of temporary records were destroyed during FY 1962.

### Chapter 3

#### PUBLISHING

##### Printing Management.

AFR 6-4, Decalcomanias and Other Markings, was revised on 13 January 1962, clarifying the policy that any standard markings prescribed by T/Os are to be produced and/or procured by MHC and issued on a non-reimbursable basis.

AFR 11-4, Procedures and Responsibilities for Supporting Tenants and Attached Units, was expanded on 2 March 1962 to include printing and duplicating as a support function that the host base provides tenants. This is in keeping with the Air Force support policy concerning the duplication of equipment and management at host and tenant commands. It also furthers our policy of consolidating at the fewest number of locations practicable all duplicating equipment on a base and operating it under a single manager.

The Congressional Joint Committee on Printing authorized the disestablishment of the Field Printing Plant of the 496th Reconnaissance Technical Squadron. (JCP Letter #20919, 5 January 1962)

The Congressional Joint Committee on Printing approved the establishment of a printing plant for Air Force Logistics Command at Griffiss AFB, N. Y. The JCP authorization provides for the establishment of a printing capability of 75 million units of printing annually, with an initial equipment inventory of \$100,613.00. (JCP Letter #21063, 12 April 1962)

As of 30 June 1962, there were 33 USAF printing plants and 7 Reconnaissance Technical Squadron printing facilities.

Printing equipment transactions amounting to \$1,018,220.00 were authorized during the reporting period.



Publications and Forms Management

On 4 April 1962, AFR 124-13, OSI Standard Publications, was issued authorizing the Director of Special Investigations, Hq USAF, to publish manuals, regulations, pamphlets, or any of the other standard publications prescribed in AFR 5-5. The subject matter of these publications will be restricted to the Office of Special Investigations (OSI) responsibilities and will be binding on OSI activities only. Copies will not be sent to other units except with the permission of the Director of Special Investigations, Hq USAF. This regulation also authorizes overseas Directors of Special Investigations to issue any standard publication, except manuals, to units under their jurisdiction. OSI needed authorization to develop, approve, publish, and distribute its own standard publications because of the sensitivity of its mission, which requires close control yet world-wide dissemination of investigative reports, requirements, and techniques.

Much the same reason -- sensitivity of its operation and the need for issuing directives to its own far flung components -- led to authorizing a specialized publications system for the Office of the Assistant Chief of Staff, Intelligence (AFCEI). AFR 200-21, 20 April 1962, the prescribing directive, authorized two series of Air Intelligence publications: one for "policy and procedure on how to acquire, process, produce, and disseminate intelligence information;" the other for communicating aerospace intelligence on foreign nations. AFCEI was made responsible for preparing, distributing, and indexing Air Intelligence publications and for procuring and distributing intelligence publications not produced by the Air Force.

Creation of the Defense Supply Agency (DSA) gave rise to yet another group of government publications and resulted in the revision of AFR 5-9 to

explain how they would be promulgated in the Air Force. Within Hq USAF, the Office of the Deputy Chief of Staff, Systems and Logistics, will control the coordination, clearance, and implementation of DCA publications. The Director of Administrative Services is responsible for funding for the Air Force implementation of DCA publications other than those pertaining to medical services. The latter are the funding responsibility of the Surgeon General, USAF.

At a meeting at Offutt AFB, Nebraska, on 26 and 27 February 1962, representatives of the Strategic Air Command, Air Training Command, and the Directorate of Administrative Services, Hq USAF, agreed to provide additional training courses in publications management for Air Force personnel. Amarillo Technical Training Center, Amarillo AFB, Texas, will develop two resident courses and a home study package similar to an on-the-job training manual. Course No. OTR 7024, Publications Functions -- Management, will be designed for officers and civilians above GS-8, those who manage whole systems of publications. Course No. AZR 70270, Publications Functions -- Supervisor, will be directed toward noncommissioned officers and civilians below GS-9, those who are responsible for supervising the creation and control of publications. The package course will be available to anyone -- military or civilian -- who is employed by the Air Force in issuing, filing, or maintaining publications. Its purpose is to increase proficiency in the handling of publications, not to qualify one for upgrading. The training package is due to be distributed before 1 January 1963. The two resident courses are scheduled to get under way at Amarillo AFB no later than 24 October 1962.

The Air Force has completed a publications distribution cross-servicing agreement with the Navy (Marine Corps excepted) -- the first of its kind between these two departments. It provides for the issue of small quantities

of publications and forms between adjacent Air Force and Navy installations without reimbursement. In addition, Publications Distribution Officers of the Air Force may requisition Navy publications and forms from the appropriate Naval Supply Center, using requirements of Defense Form 1119. This agreement became effective 15 May 1962.

A revised AFM 5-4, Distribution of Publications and Forms, effective 31 July 1962, was released on 8 June 1962. It provides standardized records and procedures in place of the variety now being used at all levels of command. Under the new procedures, the major Air command must designate an individual as its Publications Distribution Manager. At wing level and above, the Publications Distribution Officer must provide direct service to directorate or equivalent offices, thereby eliminating many of the intermediate distribution points. Direct channels for processing requests for classified publications have been established. Functional distribution, heretofore prohibited for classified publications, has been authorized for both SECRET and CONFIDENTIAL.

The proposed cost for operating the Air Force Publications Distribution Center was set at \$2,113,951.00 during a meeting at Wright-Patterson AFB, Ohio, on 6 June 1962. This figure represented a reduction of \$83,687.00 from the proposal submitted by the contractor, John L. Thompson Company, Washington, D. C. Major reduction of \$45,000.00 was made in the direct labor budget. The proposed price for transportation was cut by \$12,000.00.

Our continued emphasis on the Air Force publications Obsolescence Program resulted in the rescission of the following number of publications and forms during the reporting period:

<u>Type Publication</u>	<u>Number Rescinded</u>
AFMs	12
AFPs	32
AFIs	19
AFPs	56
HOIs	9
Forms Used AF-wide	26
Forms Used in Hq USAF Only	45

Budget and Fiscal.

In January 1962, the FY 1963 budget estimate for Congressional submission was \$39,074,000.00 for printing and reproduction. This amount was approved by Congress. FY 1963 financial plan requirements, reviewed in May, totaled \$51,558,000.00. Our staff recommendation of \$43,602,000.00 was revised to the Congressional approval of \$39,074,000.00 for apportionment hearings. The Air Force has been advised that they must stay within this amount during FY 1963. FY 1963 funding for departmental printing has been tentatively authorized at \$13,400,000.00

The second revision of the FY 1962 Financial Plan for Departmental Printing requested an additional \$300,000.00 for implementation of MILSTRIP. This initial procurement was under estimated and the procurement for MILSTRIP approximated \$900,000.00 before FY 1962 closed. This and other unprogrammed items caused a considerable deficit which was not alleviated until June. During June, an additional \$1,400,000.00 brought the budget authorization to \$14,810,000.00. The obligations for FY 1962 will approximate this figure.

Chapter 4

MILITARY PERSONNEL RECORDS

Proposed legislation to amend the Officer Personnel Act of 1947 is expected to be acted upon by the 88th Congress and to be effective 1 July 1964. The proposed legislation will require the establishment of a single promotion list for all officers on active duty. Accuracy of information to be used for the establishment of the single promotion list and to complete other personnel actions inherent in the Personnel Data Control System will be vital to its successful operation. The most accurate information available for this purpose is contained in the officer's master personnel records which are in the custody of the Military Personnel Records Division. On 22 March 1962, the Director of Military Personnel, DCS/Personnel, requested the Directorate of Administrative Services assume responsibility of verifying and furnishing service date information on every active duty officer as input to the Personnel Data Control System no later than 1 July 1963. This date was decided upon so that an operational test of the system could be made for a period of one year prior to the effective date of the enactment of the proposed legislation. Service dates to be computed, verified, and furnished are: total active federal military service date (TAFMSD), total military service date (TMSD), total active federal commissioned service date (TAFCSO), total federal commissioned service date (TFCSO), date of entry into active duty (EAD). In addition, the officer's date of birth is verified and the control branch is furnished. The above information has been furnished on 18, 126 officers as of 30 June 1962.

A study is being conducted to determine the desirability and feasibility of replacing the present Air Force Service Number (AFSN) with the Social

Security Account Number System. This study is being made concurrently with plans to introduce automatic data processing into personnel management and the military pay system. The type of number decided upon will be the key data element in the above systems for identifying the individual. The present personnel system requires both numbers although the personnel identification number is the AFSN. By letter dated 7 June 1962, all Air Staff offices were requested to comment on the use of Social Security numbers for identification of the service men in lieu of the present AFSN.

A total of 2,306,762 filing actions was completed and 139,431 pieces of correspondence were prepared and dispatched. In addition, 26,628 telephone requests for information were received and answered; 93,073 copies of records were reproduced; 38,182 selection folders were screened and made available to the various boards; and 5,204 officers visited this headquarters and reviewed their master personnel records. A total of 18,249 statements of service were prepared and 52,122 changes posted to cards indicating change in location of master personnel records.

1001 / 1002

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Director  
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61-2090-14

HISTORY

OF THE

DIRECTORATE OF ADMINISTRATIVE SERVICES

1 JULY 1962 -- 31 DECEMBER 1962

PREPARED

FOR THE

USAF HISTORICAL DIVISION LIAISON OFFICE



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SECTION I

ORGANIZATION, FUNCTIONS AND PERSONNEL

SECTION I

ORGANIZATION, FUNCTIONS, AND PERSONNEL

Functions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force, except as follows:

a. The Staff Services Division, AFCSB, was transferred to the 1123d Support Squadron, Headquarters Command on 1 December 1962 and placed under the operational control of AFCAS.

b. The Staff Presentation Support Division, AFCSB, was transferred to the 1123d Support Squadron, Headquarters Command on 1 December 1962 and placed under the operational control of AFCAS.

c. The Unit Personnel Branch of the Administrative Services Division was transferred to the 1123d Support Squadron, Headquarters Command, on 1 December 1962. It was placed under the operational control of the Administrative Support Division, AFCAS-10.

d. The Military Personnel Records Division was transferred to the 1132d USAF Special Activities Squadron, Headquarters Command, on 1 December 1962 and made a Field Extension of AFCAS.

In the above organizational changes, 484 personnel were transferred from Headquarters USAF to Headquarters Command.

Key Personnel.

Lt Colonel Clifford H. Burnett was assigned duty as Executive Officer vice Lt Colonel Daniel W. Merritt, Jr., retired on 30 November 1962.

Internal Organizational Changes.

The Reproduction Branch was transferred from Publishing Division to Staff Services Division on 1 December 1962.

The USAF Written Communications Program was transferred from the Executive Office, AFCAS to the Administrative Support Division, AFCAS.

SECTION II  
ACTIVITIES

## CHAPTER 1

### POSTAL AND COURIER ACTIVITIES

#### Equipment.

The postal equipment improvement program continued to progress. The aggregate value of surplus Post Office Department equipment obtained at no cost to the Air Force now exceeds one half million dollars. This used material is structurally sound and has been distributed to Air Force Installations in CONUS and overseas to replace antiquated jerry-built equipment.

#### Transportation.

During the reporting period, the following action was taken to improve world-wide military postal service:

- a. MATS schedules from Charleston to the Azores were reduced to an unacceptable frequency. To take advantage of the five weekly flights from Dover to the Azores USAF and MATS concurred in our request to change the Aerial Port of Embarkation for Azores mail from Charleston to Dover.
- b. To alleviate the heavy traffic at Idlewild Airport, the Post Office Department was requested to use overseas flights from Chicago and Washington for carrying military mail. This has eliminated the built-in handling delay at the overcrowded New York Gateway.
- c. Diversion of parcels prepaid at surface rate marked "Official Mail" from ordinary air transportation to surface and use of light weight nylon mail sacks for ordinary mail (two and half lbs lighter than old canvas sacks) resulted in a transportation budget reduction of \$540,835.

#### USAF Postal Inspectors.

The following actions were triggered by USAF Postal Inspectors in our continuing efforts to improve postal support throughout the Air Force.

a. Boeing Company reported inadequate service at Malmstrom AFB, Montana where it supports MINUTEMAN. Arrangements were made for Great Falls Postmaster to furnish service instead of the on-base postal facility. This provided 7 days a week service.

b. With many AF items of equipment terminating in Post Office Department Dead Parcel Post Offices due to poor packaging, the mission of recoupage was assigned to USAF Postal Inspectors. AFM 75-1 was amended to contain these provisions.

## CHAPTER 2

### ADMINISTRATIVE SYSTEMS DIVISION

#### Release of Records and Information.

AFR 11-6 was revised to improve and clarify terminology as to which members and former members of the Armed Forces were entitled to receive copies of records without charge. Included also was a reduction in fees charged for training and education records from a straight \$2.50 per copy to \$1.00 for the first copy of transcripts and \$.50 for each additional copy. Fees for certificates of completion of courses were established at \$.50 for the first copy and \$.25 for each additional copy. The foregoing changes were put in effect as a result of a study by Air University which revealed that the straight fee of \$2.50 was excessive when compared with the amount of time and material required to reproduce the records. After coordination with the Army and Navy, recommendations were made to the Office, Secretary of Defense, to readjust the fees. Authorization to effect the changes was issued as a change to DOD Instruction 7230.3.

#### Evaluation and Disposition of Records.

Two changes to AFM 181-5 were issued during this reporting period to up-date disposition instructions in the air traffic control and medical records areas. <sup>1</sup>

#### Procurement and Contracting Records.

A field review of contract administration and related financial accounting conducted by the Contract Management Division, Directorate of Procurement Management, this headquarters (AFSPM-CM-1), revealed that official

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<sup>1</sup> AFM 181-5G, 17 July 62, AFM 181-5H, 12 Dec 62



contract files in field offices were incomplete or were centralized to such a degree that access to information was impracticable. AFSPM-CM-1 requested the Directorate of Procurement, Air Force Systems Command (SCMK) to take corrective action. /1 They transferred action on the request to the Records Management Division (SCAR) of AFSC. SCAR's reply to AFSPM-CM-1 recommended issuance of an Air Force-Wide directive covering the creation, maintenance, and disposition of contract records. /2 AFSPM-CM-1 referred the problem to this office for necessary action. /3 We recommended to AFSPM-CM-1 that many of the problems could be solved only by first determining what documentation is required, what format the documentation should take, who should create it, and who should maintain it. We also pointed out that the intimate knowledge of the statutory and regulatory background of the function and the possible need to realign functions and responsibilities to improve documentation in this area were beyond the capability of records management as a unilateral effort. /4 A meeting was held with AFSPM-CM-1 representatives on 21 Dec 1962 in which agreement was reached that the solution of the problem would require the knowledge and resources of both procurement management and records management. A meeting with AFSC procurement and records management people to discuss courses of action and responsibilities was arranged for 7 January 1963.

/1 Ltr, AFSPM-CM-1, 18 Jul 62, File MGT 3-1-22

/2 Ltr, AFSC (SCAR), 16 Aug 62, File MGT 3-1-22

/3 Ltr, AFSPM-CM-1, 10 Oct 62, File MGT 3-1-22

/4 Ltr, AFSCAS-8C, 9 Nov 62, File MGT 3-1-22

Contractors Records.

The Martin-Marietta Corporation, Denver, Colorado, the prime contractor for Titan missile sites, has accumulated approximately 26,000 cubic feet of records in connection with this contract. Due to lack of storage space for these records at the contractor's headquarters, this office informally asked the General Services Administration (GSA) to store and service the records at the Federal Records Center in Denver. GSA refused to accept the records on the basis they were not Federal records. This office then queried GSA in writing for a decision. GSA then agreed to accept the records at a nominal charge. Further information developed by this office revealed that contractor records normally serve Air Force reference purposes too, thus reducing the need for Air Force record keeping. This additional data was used as the basis for a reclama to GSA on their decision to charge the Air Force for storing these records. GSA then agreed to accept the records at no cost to the Air Force pending further study of the overall problem by GSA and Department of Defense. This action will result in substantial savings to the Air Force since the costs of leasing warehouse space, erecting racks for records storage, and employing security guards and personnel to store, service, and dispose of the records would have been added to the cost of the contract as part of the overhead expenses.

NARS Project 61-1.

This office continued to participate in National Archives Project 61-1, entitled, "Essential Records for Individual Identification and Re-establishment of Individual Rights." The representative of this office and the Navy

representative determined and reported to the George Washington University Management Research Group (the contractor) that material furnished by the Army applies equally to the Air Force and Navy. The contractor has submitted a 3-part report of its findings and recommendations to the Office of Emergency Planning. Distribution of that information will be made to the participating agencies for their study and comment. The distribution date is indefinite.

Microfilming.

Four new microfilm projects were approved during the report period. Two of these are for intelligence information, and the others are for microfilming backup information on deficiencies noted by the Inspector General, USAF, and case files of satellites orbited by the United States and Russia. One of the projects on intelligence information involves use of the New Filmsort 1000 which microfilms, develops, and produces a finished aperture card in a single 30 second operation.

HQ USAF/OSAF Records Management.

During this reporting period the following disposition was made of HQ USAF/OSAF records: (1) 599 cubic feet of noncurrent records were retired to Federal Records Centers, and (2) authority was furnished to destroy 214 cubic feet of retired records -- 149 cubic feet in the World War II Records Division, National Archives and Records Service, and 65 cubic feet in the Federal Records Center, Alexandria, Virginia.

CHAPTER 3

ADMINISTRATIVE SUPPORT DIVISION

United Givers Fund Campaign.

The Air Force military and civilian government employees of the Washington, D.C. area contributed \$194,000 or \$6,000 over their quota.

Terminology.

The annual meeting of ASCC Working Party 85, held in London, England, in September 1962 resulted in the approval of 140 terms and definitions by the tripartite air forces. There was a general increase in the number of terminology standardizations from many of the major air commands.

During this reporting period the following projects were accomplished:

a. ASCC Working Party 85 - The various Air Standardization Coordinating Committee (ASCC) Working Parties have shown a continuing interest in the Tripartite Air Force terminology standardization effort. Five WPs recommended 104 terms and definitions for standardization, and these terms are now in various stages of processing by Working Party (WP) 85.

At the eighth meeting 190 terms were discussed. These terms had been coordinated within the three nations and were in various stages of agreement. Definitions for 139 terms were resolved; 3 terms were rejected; and action on the remaining terms was deferred for further consideration.

b. STANAG 3335 - Coordination of the U.S. position on STANAG (Standardization Agreement) Description of Units of Measurement. It covered units of measurement, e.g., gallon, ton, mile, and their metric equivalents as used in NATO correspondence and publications. Problems in coordination centered around the possible misinterpretation of a paragraph dealing with the use of "officially recognized or accepted" unit of measurements, i.e.,

whether or not the metric system would be considered or interpreted to be in customary use in the U.S. The National Bureau of Standards was also asked for their comments. After several meetings, the U.S. services agreed that the STANAG would be subject to misinterpretation in this respect, and NATO was subsequently advised that the U.S. Armed Forces concur, subject to a change in phraseology which would preclude the possibility of this misinterpretation.

c. Joint Dictionary. - The eighth revision of the Joint Dictionary (Dictionary of United States Military Terms for Joint Usage) - JCS Pub 1, was published and distributed in April 1962. A twenty-eight page change, Change No.1, consisting primarily of inter-departmental approved counterinsurgency terms, and terms relating to guerrilla warfare, was published as an amendment to the Joint Dictionary on 2 July 1962.

d. The Air Force Glossary of Standardized Terms. - AFM 11-1A the first change issued to AFM 11-1 (The Air Force Glossary of Standardized Terms), was published on 25 July 1962. This change published new counterinsurgency and data automation terms and also reflected newly approved changes to existing counterinsurgency terms.

e. Abbreviations. - In June 1962, a new revision of the Abbreviations Manual, AFM 11-2, was published and distributed. This new revision presented a conservative listing of abbreviations commonly used by the Air Force and by outside agencies when dealing with the Air Force and also listed publications that contain technical abbreviations.

Translation.

The workload of the Translation Section continued to show a steady increase for the six months under review. Among the 32 languages, Spanish,

French, Italian and German continued to be predominant.

Among the many high-level requests, these cases were outstanding: several letters from a Minister of Defense abroad had to be translated immediately as Mr. McNameara was meeting the following day with the foreign mission involved in the negotiations under discussion in the letters. This request was further complicated by the fact that some passages required assistance from the State Department expert as the original text was ambiguous and lent itself to two possible interpretations. Another was a request from the Office of the Deputy Secretary of Defense for translation of a letter into French for Mr. Gilpatric's signature.

The Office of the Secretary of the Air Force requested our assistance in the following special projects:

a. Translation of a lengthy Russian publication on Space Law. The publication is the only one available in the U.S.; furthermore, Russia has withdrawn circulation of all other copies.

b. Analysis of articles from NATO countries and, based upon our judgement, translation in full, partially, or in summary form of all or portions of the articles. Similar articles will be submitted to the Translation Section at frequent and regular intervals.

Speeches and Briefings.

The requests for translations of speeches and briefings into foreign languages from various Air Staff offices increased in volume over the last period. The speeches and briefings were either delivered abroad by high-ranking USAF officers or civilians, or to visiting foreign VIPs of special teams.

Reference Section.

During this reporting period the Reference Section processed 7826 requests for documentary reference and research assistance. A daily average of approximately 75 requests per day were received, an increase of 1,002 over 1961.

Unit Personnel Branch.

Mechanization of Leave. - The use of AF Form 1710 to authorize leave and permit mechanical processing began 1 November 1962.

Orders Branch.

Special Orders by Series. - The number of actions accomplished by each category and series of orders during this period is as follows:

AA (Promotions, reassignments, extended duty, recall, and release.) -----	15,227
AB (Retirements, discharges, and resignations, etc.)-----	12,009
G (Hq USAF Organizational actions, awards, unit citations.) -----	1,661
M (Boards and Committees, investigating officers, Class A and C financial agent.)-----	469
TA (Overseas TDY, blanket, and invitational travel.)-----	2,945
TB (TDY within U.S. and military leave.)-----	9,494
Reserve (Short tours, retirements, discharges, etc.)-----	176
TOTAL	42,001

Airline Accommodations. - Change A, HOI 10-3, 15 November 1962 was published to include instructions for requesting first class air accommodations according to a letter from AFCCS dated 17 July 1962. It contained Air Force Policy on Class of Air Accommodations.



## CHAPTER 4

### MAIL AND MESSAGE DIVISION

#### Continuity of Operations Planning.

The administrative and logistical support to the Air Force elements at Hq USAF Advanced was transferred from the Secretary of the Air Staff to the Director of Administrative Services on 4 October 1962.

#### Workload Data.

446 Top Secret documents were handled, 590 code words and related meanings monitored and 11,000 nicknames monitored by the Top Secret and Code Word Section. The increase in nicknames monitored is a result of AFB 205-1F, which makes this office responsible for monitoring all nicknames used throughout the Air Force. The Headquarters USAF Sub-Registries received 11,562 documents and dispatched 11,040 documents.

#### Counter Service.

Although numerous publications are on back order in the Counter Service Section, a great number will not be reprinted due to the lack of funds. We find that Air Staff personnel are relying heavily upon obtaining forms and publications from this Section. In checking we find that Bolling AFB, the main source of supply for publications and forms, seldom receives requests for publications from this Headquarters.

#### Activation of Channel to Communications Center.

The fourth communications channel from the Communications Center to Staff Message Branch was activated in July. The channel was designated as "D" and is used for EFTO and Classified messages. A tape is automatically prepared at the same time a working copy is received. Procedures established for the processing of messages received via this channel are the same as for



those classified messages received via pneumatic tube. At the end of this reporting period, Communications Centers are investigating the possibility of establishing one more circuit and will send all classified messages via circuit rather than utilizing the tube system.

Commercial Addressed Messages.

A popular item which drew considerable attention was commercial addressed messages. A few "high cost" types were brought to the attention of the Secretary of the Air Staff who directed that an item be prepared for the Staff Digest on commercial messages. This was done and the item was published. The Message Branch continually screens outgoing messages for flagrant violations which would include commercial addressing of messages. Results have been satisfactory.

Exercise "High Heels II."

Message Branch personnel participated in Exercise "High Heels II." Two officers and fifteen airmen were furnished to JASCO to work with Arsy, and seven airmen were furnished Secretary of the Air Staff to operate the Message Center for the Air Staff. Duration of the Exercise was from 18 September through 28 September 1962. Tremendous volumes of messages were processed during this time which brought about the same comments as last year. "The messages should go to AJCC and not the Pentagon, too." The Message Branch in the Pentagon was forced to process great numbers of messages without required personnel. Backlog existed almost continuously. This subject is discussed each year without too much success.

The Cuban Crisis.

Message Minimize was imposed during the period resulting in routine

traffic remaining about normal. However, the traffic in Top Secret increased, causing a tremendous increase in workload due to the strict controls required in handling Top Secret messages.

Message Count.

Comparative figures for messages received and dispatched from this Branch for the period 1 July through 31 December 1962 were:

	<u>INCOMING</u>	<u>OUTGOING</u>	<u>TOTAL</u>
July	35,871	8,600	44,471
August	36,864	8,669	47,733
September	40,945	7,290	48,235
October	41,259	7,309	48,568
November	41,233	5,282	46,515
December	<u>32,816</u>	<u>6,192</u>	<u>39,008</u>
TOTAL	230,968	43,542	274,530

Total traffic July through December 1962....274,530

## CHAPTER 5

### PUBLISHING DIVISION

#### Printing Management.

The Office of the Secretary of the Air Force designated the Director of Administrative Services as the Air Force authorized official to sign correspondence to the Congressional Joint Committee on Printing. This meets the requirements of paragraph 21, Government Printing and Binding Regulations, 1 February 1962. The Office of the Secretary of the Air Force also designated the Chief, Publishing Division, Directorate of Administrative Services, as the Air Force liaison to the Congressional Joint Committee on Printing.

During the reporting period representatives of both the Congressional Joint Committee on Printing and Government Printing Office visited several of our facilities to assist in a study of our production requirement for technical orders, supply publications, aeronautical charts and related documents with a view toward determining feasibility of procurement on Government Printing Office established contracts. This feasibility study should be completed during the next reporting period.

During July, the Congressional Joint Committee on Printing authorized the transfer of the operational control of the field printing plant, United States Army Alaska Communication System, Seattle, Washington, to the Department of the Air Force, and its redesignation as the 1929th Communications Group (CJCP Letter #21255). We have directed AFCS to reduce the plant to a duplicating facility which is expected to be completed during the next reporting period.

The 2200th Field Printing Squadron was deactivated and operational control of the Langley AFB Field Printing Plant was transferred from COMAC to TAC effective 1 August 1962.

As of 31 December 1962, there were 34 USAF printing plants and 6 Reconnaissance Technical Squadron printing facilities.

The in-house production of organizational and automobile decals in our AFIC plants was discontinued. They are now to be bought through local purchase in accordance with AFR 67-3. The foregoing is in keeping with the policy to obtain printing from commercial sources whenever satisfactory service at reasonable prices is available. (AFR 6-4, 16 October 1962).

The Congressional Joint Committee on Printing authorized the disestablishment of the 544th Reconnaissance Technical Squadron Field Printing Plant. (CJCP Letter #21261 dated 27 July 1962).

#### Publications and Forms Management.

The first resident training course in publications functions opened at Amarillo Technical Training Center 24 October 1962. Representatives from this headquarters and from some of the major air commands attended the first class. Their critical evaluation led to a number of last minute changes in the material and presentations. On 7 November, the first regular course got under way for officers and civilians above GS-8. A three-weeks course for enlisted men and civilians below GS-9 began at the same time. Still under development is a special job training package for those who are unable to attend the resident classes.

AFR 0-1, Guide to Indexes to Departmental Publications, was revised

1 August 1962 to bring it up to date and to eliminate AFR O-3, Numerical Index of Air Force Manuals, Pamphlets, Letters, Visual Aids, and Posters. The O-3 and the Numerical Index of Air Force Regulations were combined in August and issued as AFR O-2, Numerical Index of Standard Air Force Publications. Changes are printed every two weeks, or as needed. AFR O-6, the subject index, will be published semiannually, in February and August, at the same time as AFR O-2.

Change "E" to AFM 9-1, Forms Management, was published 4 December 1962 primarily to discontinue the annual Forms Management Progress Report (RCS: AF-G-5). Several commands had expressed a desire to do away with the AF-G-5 report in favor of their own reporting systems. Since the past few submissions revealed no significant trends in the Forms Management Program, and personnel problems are beyond the responsibility of this headquarters, the report is no longer essential.

An amendment to AFR 5-4, Distribution of Publications and Forms, on 21 November 1962 included instructions for requisitioning forms and publications from the Army and Navy. Adjacent Army, Navy and Air Force installations may exchange small quantities without reimbursement as long as stock levels are not jeopardized. If it is more convenient, Air Force requisitions may be submitted to the appropriate center or depot of the other military department.

Continued emphasis on the Air Force Publications Obsolescence Program resulted in the rescission of the following number of publications and forms during the reporting period:

<u>Type Publications</u>	<u>Number Rescinded</u>
AFMs	22
AFPs	17
APLs	16
APPs	32
BOIs	2
Forms used AF-Wide	73
Forms used in Hq USAF only	42

Budget and Fiscal.

Operation and Maintenance funding for Printing and Reproduction for the Air Force was established at a ceiling of \$39.0 million for FY 1963 by the Secretary of Defense. A budget estimate of \$55.8 million for FY 1964 was presented to OSD in October. Concurrently, this office prepared and staffed a reclama requesting Secretary of Defense reconsideration of his decision on FY 1963 ceiling and presented justification for requirements totaling \$54.0 million. In late November, the ceiling was raised to \$47.2 million, with the advice that this would also be the limit in FY 1964.

Beginning 1 July 1962 a new system for budgetary control of Departmental printing funds was established. It precluded editorial and forms development effort on new items unless the item had been programmed by the office of primary interest and funds <sup>were</sup> available. This also minimized the possibility of unforeseen requirements creating funding problems.

In late December, the tentative approved program for Departmental Printing in FY 1963 of \$13,400,000 was increased to \$14,386,000. Obligations during first half of FY 1963 totaled \$7,008,843. Of this, \$4,017,173 was for reprints of existing forms and publications.

## CHAPTER 6

### MILITARY PERSONNEL RECORDS DIVISION

#### Papework Management.

A study on the feasibility of replacing the present Air Force Service Number (AFSN) with the Social Security Account Number System was completed on 19 December 1962. The other Services were opposed to adopting the Social Security Account Number System in lieu of their present service number system. A meeting was held with the Social Security Administration officials on 13 September 1962 and they were not in favor of allotting the Air Force a block of their account numbers for assignment to individuals entering the Air Force who had never been assigned a Social Security number. They desire to maintain a strict control over assignment of their numbers and will not sub-allot blocks of numbers to another government agency for assignment purposes.

Identification numbers are now and must continue to be immediately available for assignment to an enlistee or appointee in the Air Force. The time from application to receipt of a Social Security number averages from three to five days. To delay enlisting or appointing an individual into the Air Force for the referenced period is unacceptable under normal or emergency conditions. This delay, coupled with cost of conversion to a new numbering system, and the sizeable workload involved, raises some doubts at this time whether it is feasible to replace the present Air Force service number system.

#### Statements of Service.

Procedures governing the flow of requests for statements of service on airmen requesting retirement based on years of service have been revised.

Under the new procedure, the local commander includes the required information on the airman's current enlistment in his request for a statement of service. The ~~Personnel~~ records depositories then compute total service including that furnished by the local commander. This procedure will provide the Finance Center sufficient time to make any adjustment to the airman's pay while he is on active duty and prevent hardship in at least some cases formerly imposed by late receipt of the statement of service.

Colonels' Selection Folders.

On 28 September 1962, the Colonels Group of DCS/Personnel proposed that they be given the responsibility for control and maintenance of the selection folders of all active duty colonels. The Military Personnel Records Division, present custodians of the folders, concurred in this proposal. It was determined that two manpower spaces would be transferred to the Colonels Group along with the functional transfer. The physical transfer of the folders is tentatively scheduled for February 1963.



1168  
JAN JUN 1963

RETURN TO:

Director  
Executive Program Unit  
2111 Jackson Road  
Birmingham, Alabama

HISTORY OF  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JANUARY 1963 -- 30 JUNE 1963

1168-1169

KILSIF

RETURN TO

Department of Defense  
Attn: [illegible]  
Washington, DC 20304

6707629

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON 25, D.C.



ATTN: AFDA3

ATTN: History

AFCHD

Attached are two copies of the history of this directorate, covering  
the period 1 January 1963 -- 30 June 1963.

T. F. CADWELL  
Lt. Colonel, USAF  
Executive, Directorate of Admin.  
Services

1 Atch  
History (2 cys)

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JANUARY 1963 -- 30 JUNE 1963

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE

T A B L E O F C O N T E N T S

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SECTION I  
ORGANIZATION, FUNCTIONS AND PERSONNEL

SECTION I

2

ORGANIZATION, FUNCTIONS, AND PERSONNEL

Functions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force.

Key Personnel.

Lt Colonel Truman F. Cadwell was assigned duty as Executive Officer vice Lt Colonel Clifford H Burnett, who died of a heart attack on 4 June 1963.

Colonel Douglas T. Smith was designated Chief, Military Personnel Records Division, AFDAS, vice Colonel John L. Turner who transferred 1 July 1963 to Deputy Chief of Staff, Personnel as Executive Officer to the Director of Military Personnel.

Colonel Robert P Muhlbach assumed the duties of Chief, Publishing Division, AFDAS, when Colonel Earl C. Miller was assigned as Asst. Chairman, Special Task Force Study Group, AFDAS on 27 May 1963.

Internal Organizational Changes.

No significant internal organizational changes were made during this reporting period.

SECTION II  
ACTIVITIES



CHAPTER 1

POSTAL AND SECURITY COURIER OPERATIONS DIVISION

Transportation.

DOD directed that a world-wide mail traffic count be conducted jointly by Air Force and Army to determine: (1) The proper apportionment of costs between the two services and (2) The cost of the two services of transporting mail for non-DOD government agencies. A month-long survey in April revealed that APO mail was generating at a rate of 45% Air Force and 55% Army. The survey also showed that State Department mailings alone, cost the services \$2.95 million annually. Present proration of costs is based on over-seas troop population with the Air Force scheduled to pay 36% of transportation costs during FY 64. The survey results present complicated budget problems. Recommendations were forwarded to DOD that (1) Mail count be performed annually; and (2) that results be applied to future budget cycles.

Civil Aeronautics Board and Post Office Department jointly authorized the return of empty nylon sacks from Air Mail Terminals overseas to CONUS at no cost to the military.

Service Improvements.

- a. Use of Saudia Arabian and Lebanese Airlines authorized between Beirut and Jidda to augment infrequent schedules.
- b. Philippine Airlines used to move mail between Manila and Baguio when surface roads are impassible.
- c. Mail from Charleston to Jidda, Saudia Arabia delayed at Tripoli and Dhahran - Mail rerouted to new gateway - Dover, carried by MATS to

Adana, Turkey and then to destination by Air Logistical Service.

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d. ALITALIA Airlines approved for carrying military mail between Rome and Benghazi.

e. Royal Dutch Airlines (KLM) and SwissAir used on Rome-Beirut and Athens-Dhahran segments.

Operations.

The following improvements were generated to improve world-wide postal network service:

a. Consolidated Mail Rooms installed at Moody and Travis Air Force Bases. Thirty-seven Unit Mail Rooms were eliminated with attendant savings in personnel, office space and equipment.

b. Responsibility for recovering Air Force property found loose in the mails, assumed by Postal and Security Courier Operations Division. First result was USAF Postal Inspector locating a stray parcel post package at New York Dead Parcel Office valued at over \$14,000.

## CHAPTER 2

### DOCUMENTATION SYSTEMS DIVISION

#### Organization and Functions.

The organization of the Division remained basically unchanged. The name of the Division was changed, as indicated below, effective 1 April 1963. The redesignation was announced in a letter from the Director of Administrative Services (AFDAS) to all AFDAS Division, 26 March 1963, subject Organizational Changes -- Directorate of Administrative Services. Effective on the same date, the two Branches and the one Section of the Division were also redesignated as shown.

<u>Organizational Designation</u> <u>as of 1 April 1963</u>	<u>Former Organizational</u> <u>Designation</u>
Documentation Systems Division	Administrative Systems Division
Methods and Procedures Branch	Procedures and Systems Branch
Hq Records Maintenance and Disposition Section	Hq USAF Records Management Section
Evaluation and Criteria Branch	Records Management Branch

The Division manning was decreased by two personnel spaces -- one GS-11 Management Analyst (vacancy) and one GS-12 Management Analyst (expiration of temporary appointment) -- effective 30 June 1963, in accordance with AFDAS Personnel Authorization Voucher number 63199, issued 20 May 1963. This action was part of an over-all reduction in the Air Staff, as announced in a letter from the Secretary of the Air Staff, 11 March 1963, subject: "Civilian Manpower Reduction Program."

Effective 1 April 1963 the responsibility for AFM 10-2, "Use and Preparation of Air Force Messages" was transferred from this Division to the Mail and Message Division, AFDAS. This change was also announced in the AFDAS letter, 26 March 1963, mentioned in paragraph 1 above.

Evaluation and Disposition of Records.

Contractors Records.

Records of the Martin-Marietta Corporation were the subject of further correspondence with the General Services Administration and precipitated a proposal by the GSA to DOD to study the entire contractors records retention problem. First, the Deputy Assistant Archivist on 21 January 1963 forwarded us a copy of an opinion from the GSA General Counsel that the records in question were not Federal records and thus were not eligible for storage in a Federal Records Center. However, they stated that the GSA could store the records for the Air Force on a reimbursable basis under the Economy Act. As a result, we met with representatives of the National Archives and Records Service on 20 February 1963 to discuss further action regarding contractors' records problems. The main problem concerned those instances where the Air Force is paying for storage or microfilming of the records. Since the problem is related to Armed Services Procurement Regulations applicable to all elements of DOD, another meeting was held with representatives from the Air Force, Army, Navy, and NARS, GSA. It was decided that GSA would contact DOD and recommend a study group be established and be composed of records management members of the three services and GSA. The purpose would be to gather facts and make recommendations to agency representatives on the ASPR committee as to the retention and disposal of these records. If approved, these recommendations would be formally submitted to the General Accounting Office for decision. A letter from the Administrator, GSA to the Secretary of

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Defense on 17 May 1963 proposed that DOD and GSA form a committee which would be chaired by GSA under authority of Section 505(b) of the Federal Records Act of 1950. The letter was referred to the Army, Navy, Air Force, and DSA for designation of a member for the proposed committee. The Air Force will be represented.

Procurement and Contracting Records.

A meeting between Hq USAF and AGSC procurement and records management people regarding the need to improve contract files maintenance and disposition practices was held at Hq AFSC on 7 January 1963. Actions being taken by the AFSC Records management activity in surveying filing practices of the three contract management regions and attempting to standardize their record keeping through publication of AFSCR 181-3 represents acceptable progress in correcting conditions referred to in Hq USAF (AFSPPDA) letter of 18 July 1962. AFSC will continue efforts to develop improved contract filing practices and will send any such improvements to this headquarters for possible amendment of directives in the 181 series and the development of AFPI coverage if necessary. AFSC representatives have surveyed most CMD offices in the Central Contract Management Region, and some in the Western Contract Management Region. As a result, several new or revised records disposition instructions have been recommended to this headquarters and a file system for the administrative files of the CMD's is being standardized.

Microfilming.

Three new microfilm projects were approved. Records involved are: prisoner classification summaries maintained by the Amarillo Technical

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Training Center, Amarillo, Texas (Project No. ATC 1-63); legal opinions on civil law and their related indexes, maintained by the Special Activities Group, Office of the Judge Advocate General (Project No. JAG 1-63); and missile main indexes to the SM-65 Weapon System for which the San Bernadino Air Materiel Area is responsible (Project No. AFLC 1-63 TEST). The latter project was approved on a service test basis only. Two microfilm projects were cancelled. These concerned the solar observations made at Sacramento Peak Observatory (Project No. OAR 1-61) and the case files of tracking information on satellites orbited by the United States and Russia (Project No. AFSC 3E-1).

HQ USAF/OSAF Records Maintenance and Disposition.

HQ USAF/OSAF offices reported a total of 106,862 cubic feet of records on hand as of 30 June 1963 -- 46,714 in departmental offices; 60,025 in field extension offices, and 123 in records staging areas. This represents a decrease of 1,158 cubic feet in total volume on hand one year ago. During this reporting period 1,168 cubic feet of HQ USAF/OSAF noncurrent records were retired to Federal Records Centers.

Semiannual reports received for the period ending 30 June 1963 from HQ USAF Continuity Planning Officers, as required by the Atch 1, HOI 11-12, indicate that alternate files are current and adequate for the continuity of essential functions during emergencies.

Release of Records and Information.

Fees and Charges.

In January 1963 we received a letter from OSD requesting we review the schedule of fees and charges for copying, certification, and searching

records. The basis of the request was the increase in costs for providing the services because of the "Postal Services and Federal Employees Salary Act of 1962" and increases in postal rates. We pointed out that our schedule was revised in August 1961 at which time full administrative costs for providing the services were included, and that a general increase in fees resulted. We further observed that improvements in administrative procedures and the more extensive use of mechanized techniques have reduced the costs of providing these services to a sufficient extent to offset any effect that the increase in civilian pay and postal rates would have on those fees. The Army and Navy agreed with us.

SUPPORT DIVISION

This reporting period witnessed one of the most successful NATO Terminology Conferences to date, at which 298 terms and definitions were standardized and approved. This conference was also the first at which the combined English Speaking Nations and French Speaking Nations met to discuss and resolve terminology matters and problems.

The Translation Section experienced a phenomenal increase in work due to the Third Inter-American Air Force Chiefs' Conference in May. Preparing pre-conference and post-conference brochures in Spanish, Portuguese and English, plus the conference proceedings, represents approximately an additional \$4200 in contract services costs, as well as a great amount of overtime for AFDASCA personnel. The frequent meetings and exchanges of communications between the Air Force Secretaries and Chiefs of Staff of the NATO and South American countries, and the U. S. Secretary of the Air Force and Chief of Staff, have meant a great increase in the number of high-level, urgent assignments.

Terminology.

With the successful completion of the 1963 NATO Terminology Conference, the fourth of such a series, 371 terms were considered, 298 were agreed on, and 39 are to be reconsidered. Thirty four were rejected. This represents the lowest number of terms rejected since the first NATO Terminology Conference. The next conference will be in May, 1964.



ASCC Working Party 85.

There are over 250 terms and definitions now being considered by the Tripartite Air Forces Working Party 85. They are at various stages of resolution in the respective national services' staffs. Included in this total are 104 terms and definitions recently submitted by five of the ASCC Working Parties.

During the reporting period, Working Party 85 saw the following changes in key personnel: In the RCAF, Group Captain G. K. Manson replaced Group Captain E. R. Enond, as Group Head, and Wing Commander K. E. Ball replaced Wing Commander William Brodrigg as Coordinating Member. In the United Kingdom, Mr. H. F. Vessey became the new Ministry of Aviation Member, in place of Mr. A. H. Holloway.

The next meeting of Working Party 85 is tentatively scheduled for late 1963 in Washington, D.C.

North Atlantic Treaty Organization (NATO)

The 1963 NATO Terminology Conference, sponsored by the Military Agency for Standardization, was conducted at 35, Chesham Place, London, England, from 8 through 17 May. NATO nations represented at the Conference were Belgium, Canada, France, Germany, United Kingdom and the United States. The first portion of the Conference consisted of a combined English-Speaking Nations (ESN) and French-Speaking Nations (FSN) Conference during which various policy and procedural items involving the processing of terms and definitions by the ESN and FSN were discussed. In the past, participation by the FSN had been limited as evidenced by failure to attend the 1961 Conference and the limited number of terms

and definitions in the NATO Glossary which have been agreed by the FSN. However, both Belgium and France had outstanding representation at this 1963 Conference and manifested renewed interest in the resolution and standardization of terms and definitions. The French also presented several problems which are encountered in translating terms and definitions from English to French. These included the translation of terms for which there is no French equivalent and the standardization of terms which are used with a different meaning among the FSN. It was agreed to make changes to the NATO Terminology Terms of Reference in order to accommodate these unusual cases and also to arrange for future combined ESN/FSN conferences to resolve terms and definitions not agreed upon through normal procedures.

A numerical comparison with the 1959 and 1961 Conferences:

<u>Conference</u> <u>Year</u>	<u>Terms Considered</u>	<u>Agreed</u>	<u>Rejected</u>	<u>Resubmitted</u>
1959	249	108	97	44
1961	315	185	97	33
1963	371	298	34	39

The United States position was adopted on approximately 75 percent of the terms considered.

Changes to the NATO Terminology Terms of Reference, which were agreed to at the Conference, should facilitate standardization and provide for more expeditious processing of terms. The next Conference is tentatively scheduled for May 1964 in London, England, for the English-Speaking Nations; and Paris, France, for the combined meeting of the English and French-Speaking Nations.

Action concerning abbreviations standardization involved the development of an abbreviation for the term "aerospace" and the processing of a recommendation to use the abbreviation "FOUC" as a shortened designation for "For Official Use Only." The abbreviation "aerosp" for "aerospace" was approved by the Air Staff and the Office of Information, Secretary of the Air Force, and will be published in AFM 11-2 and AFM 11-4. "Aerosp" is consistent with the established abbreviations for "aeromedical" (aeromed), "aeronautical" (aeron), "aerodynamic" (aerodyn), and "aerological" (aerol). The abbreviation for "For Official Use Only" was rejected, as the term is not a security classification but merely an administrative designation used optionally by many functional areas to safeguard official unclassified information which, in the public interest, should not be given general circulation. The designation is used so seldom that the abbreviation, as a marking or designation, would not be recognized and the document would not be given adequate protection. However, the abbreviation "FOUC" may be used in the text of a written communication, in accordance with AFM 11-2, if it is spelled out the first time it is used.

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TERMINOLOGY WORKLOAD STATISTICS

Terms in AFM 11-1	2,433
Terms in AFM 11-1A	54
Terms in ABC Air Standard 85/1A	391
Terms in process for 85/1A	285
Terms in NATO Glossary (AAP-6C - 1 July 1961 edition)	851

TERMINOLOGY WORKLOAD STATISTICS (cont'd)

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Terms accepted for NATO Glossary	305*
Terms in JCS PUB 1 (1962 edition)	2,008 (Joint Terms)
Terms under consideration for JCS PUB 1	273
Terms approved for JCS PUB 1	36
Terms Rejected for JCS PUB 1	5
Abbreviations in AFM 11-2	1,837
Total Air Force and Joint Publications Coordinated	144
Terms and Abbreviations in Publications Coordinated	3,228

\* 298 of this total are a result of the 1963 NATO Conference.

TRANSLATION SECTION

Workload Statistics

Since 1956 each semi-annual report has reflected an increase in the volume of material translated. In the 1 July - 31 December 1962 period we translated 283,961 words; during the last six months, 290,667 words, to which must be added 143,430 words translated for the Inter-American Air Force Chiefs' Conference totaling 434,097 words, as shown in the table below:

Requests received	524
Pages received	2,056
Pages returned	2,251
Page backlog as of 30 Jun 63	250
Number of words translated	434,097

Languages

The translation requests entailed 16 languages:

a. Into English from: French, Spanish, Italian, Portuguese, German,

Russian, Hungarian, Japanese, Croatian, Icelandic, Chinese, Vietnamese, Polish, Persian, Dutch.

b. From English into: Latin, Japanese, Spanish, French, Portuguese, Italian, German.

#### International Conferences

The USAF was host to the Third Annual Inter-American Air Force Chiefs' Conference, 6-10 May 1963. The Translation Section was charged with the responsibility of providing all language services required in conjunction with this Conference. General LeMay requested that top priority be accorded to Conference material and attended every meeting during the Conference week. The overall workload represented 143,430 words translated, 72,290 into Spanish and 71,140 into Portuguese. The work was accomplished in large part by contract services. During the Conference week, seventeen additional people were working on the Conference material, often late at night, in order to get the brochures finished in time to present them to the South American Air Force Chiefs as they were departing from the Washington Airport on Saturday, 11 May, at 9 A.M.

These Conferences are scheduled to be hosted by the USAF every two years in Washington. There is on file in AFDASCA a study which describes in detail the preparations, workload, problems, etc., entailed in this particular assignment, and which makes recommendations for the next Conference insofar as it affects the Translation Section.

#### High Level Requests

Urgent and top priority projects, the majority classified, continued

to be completed for the Office of the Secretary Defense, Office of the Secretary of the Air Force, Chief of Staff and Joint agencies.

An out-of-the-ordinary request was that for the translation of the sound-track of a French motion picture on the refueling of the "Mirage IV" by a KC-135. This involved first seeing the film to get an idea of the subject matter and then translating into English, from a tape-recorder, the taped sound-track, as well as Editing the English text for delivery to a USAF audience.

During the half-year period the Reference Section processed 8812 requests for documentary reference and research assistance. Included were 408 requests for retired records (involving 1025 items), 2403 for publications, 3799 for hand-out documents, and 2202 for miscellaneous information.

Orders Branch

The number of actions accomplished by each category and series of orders during this period:

Special Orders

- Series AA (Promotions, reassignments, recall to and release from duty, etc.)..... 11,074
- Series AB (Retirements, discharges, resignations, etc.)....12,755
- Series C (Hq USAF Organizational actions, awards, unit citations, etc.)..... 837
- Series M (Appointment of Boards and Committees, investigating Officers, Class A and C agent finance officers, etc.) 383
- Series TA (Overseas TDY of military and civilian personnel, blanket, repeated and permissive TDY, invitational travel and transportation authorizations, etc.).. 2,797

Series TB (TDY of military and civilians within continental US and leave of military personnel).....	5,487
Reserve Orders (Short tours, retirements, discharges, etc.)....	126
	<hr/>
TOTAL.....	33,459

Change A, AFM 10-3, "Orders Manual," 28 June 1963, was published. This change corrected printing errors, incorporated new Air Staff policies and directives, and changed Reserve Orders for short tour of active duty to meet requirements of the General Accounting Office and the Comptroller General.

HOI 10-3, "Military and Civilian Travel Orders," was revised and will be distributed approximately 1 August 1963. The major change is the implementation of the revised AF Forms 626 and 233; also, some policy and procedure change and editorial rewrite.

To reduce TDY costs to a minimum due to a shortage of funds, AFCCS Letter No. 4, 12 February 1963, placed a restriction on the orders issuing officials (Directors or equivalent) so that they would personally sign all requests for publication of TDY orders. This restriction was withdrawn 30 June 1963.

Physical rearrangement of the Orders Branch, utilizing modular furniture, was accomplished 23 February 1963. The rearrangement was necessary due to the addition of flexowriter equipment. It provided 18% more working area.



Forms

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a. AF Form 233, "Temporary Duty - Civilian," and AF Form 626, "Temporary Duty - Military," have been completely revised and dated May 1963. They are more detailed, and can be used for travel in ConUS and overseas without the use of a preprinted back. This procedure will eliminate AF Hq Form 18, "Request for Overseas Temporary Duty Orders," and the many local forms used throughout the Air Force.

b. AF Form 615, "Flight Order," November 1958 and AF Form 1164, "Military Leave," July 1960, were revised and sent out for coordination from interested staff agencies.

c. Several new forms were developed. They will eliminate the many local forms now in use throughout the Air Force. Procedures for prescribing their use were drafted for inclusion in the next change to AFM 10-3.

AF Form 899, July 1963, "Permanent Change of Station - Military." This form will be used to request and authorize permanent change of station within the continental United States and overseas for military personnel.

AF Form 754, July 1963, "Emergency Orders." This form is to be used to issue Emergency Orders for officers and airmen of the Ready Reserve whose immediate services are required in the event of a Presidential Proclamation of a national emergency, or Declaration of War or national emergency by Congress, requiring full mobilization.

d. AF Hq Forms O-940 through O-955, "Retirement Order," March 1963 (16 forms), were developed for use in requesting and issuing Disability



Retirement Orders. This is in addition to the 16 forms used in requesting and issuing Service Retirement orders. Eventually they will be used the same as the service retirement forms where the variable information will be inserted in the appropriate blocks by means of Flexowriters, which will simultaneously provide a coded tape that AFASC will be able to program into their computer operations. This procedure will then remove the requirement for manual coding and reporting, permitting more timely availability of the retirement information as required for reports within AFPMP and associated staff offices. It will also permit this headquarters to furnish the individual being retired with more formal and presentable documentation of his government service.

CHAPTER 4

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MAIL AND MESSAGE DIVISION

Teletype Circuit for SMC.

A committee was established during the last reporting period to study the feasibility of installing a fifth teletype circuit into SMC. This would allow all classified messages to be received by circuit. The pros and cons were explored by the representatives and it was decided to send all classified via tube for one month, and then send all classified via circuit for a month, to see which system would do the most for both concerned. The tubes were used first and worked very well. We were able to reduce the time of personnel working in the Tube Room, and utilized this additional saving at other posts. The use of circuit lasted one day. Backlogs and other problems were encountered. The only way this system could work, would be to use pre-printed rolls and have the equipment synchronized to space properly at end of pages and end of messages.

Duty Titles of Captains.

Duty titles of the Captains assigned were changed from Message Control Officers to Message Analyst Officer. At the same time, all job slots for airmen and officers were re-worked and brought up to date.

Pilot Correspondence Control System.

Duty titles of the Captains assigned were changed from Message Control Officers to Message Analyst Officer. At the same time, all job slots for airmen and officers were re-worked and brought up to date.

#### Pilot Correspondence Control System.

A pilot correspondence control system was established in AFRDC and Staff Message Branch furnished some airmen to man their system. Eventually, after a considerable length of time, replacements were furnished. In connection with this organization, we now deliver and route all messages for the "R" agencies to RDC. Some savings on typing office symbols were realized on this system.

#### Routing Guide.

Task of bringing the "routing guide" up to date was undertaken. As of 25 Jan 63 there were fourteen hundred and ten (1410) spreads. 660 were nicknames, projects, etc., and 750 were by subject. Members of the Air Staff were contacted to ascertain appropriate distribution (additions or deletions) and the response was good.

#### The Air Staff Re-Organization.

The Air Staff re-organized 1 February 1963. This involved a considerable amount of work for personnel of Staff Message Branch. All distribution symbols and to be changed and new ones had to be memorized.

#### Increase in Traffic - Decreased in Personnel.

During March, 53,000 plus messages were processed. This is the greatest volume of messages processed since before the Korean War. During this entire period, the volume has averaged near 50,000. Two spaces were lost as a result of personnel cuts and manning other offices. Error rate on action changes remained below 1%.

Officer Assignment Among Shifts.

Policy was established whereby officers would be required to spend sixteen (16) months or two (2) eight month tours on each shift.

Comparative Figures for Messages Received and Forwarded.

Comparative figures for messages received and forwarded from this Branch for the period 1 Jan 63 through 30 June 63 were:

	<u>INCOMING</u>	<u>OUTGOING</u>	<u>TOTAL</u>
January	36,866	8,216	47,082
February	35,999	7,330	43,329
March	43,956	6,965	52,921
April	43,686	6,865	52,551
May	43,127	9,032	52,159
June	40,857	8,342	49,199

Total traffic January through June 1963: 297,241.

Distribution System for Standard Publications.

At the beginning of the year, the distribution system for standard publications to offices located within the Pentagon changed. The responsibility was transferred from Publications Distribution Office at Bolling to the Mail Branch. This added approximately twenty manhours per week to the Distribution and Dispatch Section.

Relocation of Additional Air Staff Offices.

Relocation of additional Air Staff offices, i.e., AFDASB, AFDASD, to the Pixie Building; AFJALD to Bolling; together with more stops on existing runs, has necessitated further re-alignment of the runs made by the Interbuilding Mail Service Section. These twelve additional

stops have added one hour to the daily delivery schedules.

Transfer of the Military Personnel Records Division.

Transfer of the Military Personnel Records Division has not reduced the workload of the Mail Branch. Prior to the movement of certain offices of that Division to Suitland Hall, the majority of mail addressed to that activity was sorted and bagged by the City Post Office and then delivered to the Defense Post Office where it was picked up by messengers of AFDASE, these by-passing the Mail Branch. Also all records and files required by the Air Staff were picked by the using agency and not by the Mail Branch. Under the present system there is a definite increase in the workload since the Mail Branch must now pick up, and return, all records required by promotion boards and other screening boards, in addition to the numerous and urgent requests for individual records and files. To insure proper and adequate support of this function, two additional airmen spaces were authorized to provide the necessary mail and messenger service between the Pentagon and Suitland Hall.

Suitland Hall Mail Run.

Because of the Suitland Hall mail run, it was necessary to have a one-half ton truck specially modified for transporting records. The interior of the truck was designed to carry a metal cart loaded with personnel records, weighing approximately 1,200 pounds, which is securely anchored to the floor of the truck to prevent its tilting or overturning. An effort was made to secure special authorization to permit the truck to travel the Suitland Parkway, that being the most

direct route between the Pentagon and Suitland Hall. This request was not granted. An alternate route was picked.

Counter Service Section.

Issued an average of 5,183 forms and publications daily. Daily telephone requests averaged 57. Numerous publications are still on backorder.

Approximate Pieces of Mail Handled.

Approximately 8,537,300 pieces of mail were handled during this period, an increase of approximately 3,000,000 pieces over the last reporting period.

Document Security Branch.

The functions of Directorate Security was transferred from this office to AFDASHA during this reporting period.

Workload Data.

Two hundred and fifty-five TOP SECRET documents were handled and 593 code words and related meanings monitored. The TOP SECRET and code word section monitored 11,000 nicknames. Also during this period a booklet was published and distributed throughout the Air Staff and to Major Commands listing all nicknames currently in use by USAF. The Headquarters USAF Sub-Registries received 8,451 new documents. A total of 12,063 old and new documents were received, handled, or dispatched. Official notification was received that SEATO Secret material need no longer be included with the Top Secret inventory. The Document Security Field Extension processed 2,758 new incoming classified documents and posted 40,350 changes to documents on hand.

## CHAPTER 5

PUBLISHING DIVISIONPrinting Management

A contract was awarded by the Rome Air Development Center to determine the feasibility of production of a high speed computer printer that would produce lexical information in a justified format with graphic arts quality from a magnetic tape and also store and retrieve graphics (illustrations). The result of this study proved the feasibility of a Lexical-Graphical Composer-Printer (LGCP).

The LGCP system consists of three component parts, a format processor (special purpose computer), a graphic copier, and a high speed printer. From magnetic tape, the format processor programs the lexical input into justified format, integrates the graphics introduced by the graphic copier and prints out from the printer at the rate of 1000 characters per second or ten pages per minute. The output is right reading film positives ready for making press plates. The typographic quality is equal to or better than "hot metal" composition.

Since all stock list catalogs and certain Tech Orders are being computerized, we arranged a briefing for the Air Staff (AFSME, AFSSS, AFSLP, AFADA, AFADS) and representatives from AFLC and AFSC on this system. A further briefing was given at Hq AFLC.

We are convinced that this or similar equipment must be applied in support of large Air Force Systems, i.e. stock list catalogs, technical orders, indexes, etc., where evidence indicates a trend

toward use of automatic processing equipment for storage and retrieval of information requiring high volume copy reproduction.

We are reviewing cost comparison figures and equipment specifications presented to the Air Force by industry. If the material presented is consistent with the favorable findings to date we will:

- a. Urge the cataloging and standardization representatives at AFPC and this headquarters to install LDCP equipment in the field printing plant at headquarters AFPC at the earliest practicable date.
- b. Obtain the necessary Congressional approval for equipment acquisition when requested by AFPC.
- c. Support an AFPC financial plan revision in defense of required funding.

Additional progress in this area is expected during the next reporting period.

The Congressional Joint Committee on Printing authorized the dis-establishment of the 1929th Communications Group Field Printing Plant, Seattle, Washington. (JCP Letter #21559 dated 25 February 63).

As of 30 June 1963, there were 33 USAF printing plants and 6 Reconnaissance Technical Squadron printing facilities.

Printing equipment transactions amounting to \$634,038 were authorized during the reporting period.

Publications and Forms Management

Change A to AFR 5-9, 8 November 1962, clarified our policy on the types of DSA publications issued and provided more flexibility



for incorporating DSA published material into the Air Force publications systems. To avoid issuance of confusing, non-standard and uncontrolled publications from DSA Centers to Air Force bases and commands, we authorized AFPC (MCFI) to screen all Center publications and determine their applicability within the Air Force. Those applicable will be incorporated into AFPC or Air Force publications, as appropriate.

The establishment of the Defense Intelligence Agency (DIA) has raised problems related to the issuance of intelligence publications within the Air Force. Before DIA, the Assistant Chief of Staff Intelligence (AFNIN) produced a number of AFRs and AFMs in the 200 series, Intelligence. These remain, but the organizations and people that produced them have been absorbed by DIA. AFNIN is currently working with us and DIA to determine what should be done about reviewing, changing, and eventually replacing these AFRs and AFMs as well as implementing the DIA publications now beginning to be issued within the Air Force in increasing numbers.

Other problems still unsettled are: distribution, resupply, requisition, indexing, supplementing, and funding of DIA publications and forms.

Change B to AFR 5-5, published 4 January 1963, changed the name of "Office Instructions" to "Operating Instructions" and included "Maintenance Operating Instructions" as a type of directive issued by a Chief of Maintenance. It also clarified the instructions on publications that squadrons may issue; (i.e.) supplements, regulations, etc., but not operating instructions. In addition, this change delegated

authority to each major air command to manage and approve all command recurring publications. It simplified the procedure for requesting approval, eliminated complicated cost estimating of manpower, supplies, travel, and other factors not directly involved in Publications Management. Annual review replaced the previous 18 months review cycle for recurring publications. To aid us in maintaining current information on developments in this area, a report of command recurring publications, RCS: AF-R24 (OT) is due in this headquarters on 25 July 1963. From this report we can determine areas needing consolidation, elimination, and improvement. From the cost information we can develop more accurate budget data.

Change C to AFR 5-5 clarified the policy for issuing base directives, permitting the base commander more flexibility in designating applicability to tenant organizations. This change also includes immediate action basic publications for the first time. We have been aware, through continued dissemination of unauthorized directive material in letters and messages to the field, that we needed a media in our publications system which could respond quickly to emergencies. Immediate action changes are not sufficient. Quick issuance of basic publications should forestall unauthorized methods.

Our revision of AFR 5-31 reverses the order of filing supplements and changes. Requiring them to be filed in back of the basic publications will make the system more compatible with the system of maintaining Technical Order Libraries. Technical and Administrative Libraries are

often combined in the field.

The two resident training courses which opened at Amarillo Technical Training Center, Amarillo AFB, Texas, on 24 October 1962 (A/R 70270 and OZR 7024) were curtailed for FY 64 by Headquarters, ATC. The curtailment was caused by a Hq USAF imposed ceiling on TDY training. Presently, it seems unlikely that these two courses will be reinstated in the future. We intend to explore the possibility of having our major air commands set up command training programs for those Administrative Services functional areas needing it. Hq TAC is now exploring this possibility. A copy of all the original course material that was used in the "Pilot Class" at Amarillo was furnished Hq TAC and they have been requested to keep us informed of their progress on the project.

A new report called "Management Data for Distribution of Publications and Forms" was developed to satisfy an operational need. This report requires PDOs to submit; (a) information on how many personnel they support, (b) number of customer accounts, (c) number of personnel in the PDO function, and (d) types of publications handled. This report is assigned RCS: AF-G-10 and details will be published in AFM 5-4B, in July 1963.

Our continued emphasis on the Air Force Publications Obsolescence Program resulted in the rescission of the following number of publications and forms during the reporting period:

<u>Type Publications</u>	<u>Number Rescinded</u>
APMs	53
AFBs	49
AFLs	35
APPs	58
HQIs	10
Forms used AF-Wide	68
Forms used in Hq USAF only	37

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#### Budget and Fiscal

In February, a revision to the FY 1963 Financial Plan requested \$61,201,000, an increase of \$1,615,000 over present funding of \$14,386,000 for Departmental Printing. By the close of the Fiscal Year, the budget authorization had been increased to \$15,673,000. Obligations for the year approximated this amount.

In March, the FY 1964 Financial Plan/FY 1965 Budget Estimate for Departmental Printing was presented to Secretary of the Air Staff. FY 1964 requirements totalled \$17,476,000 with specific guidance to reduce costs of recurring and specialized publications. Requirements for FY 1965 were estimated at \$17,575,000.

In April, Operation and Maintenance Financial Plans for FY 1964 and Budget Estimates for FY 1965 for all commands' printing requirements were reviewed. Staff recommendations totalled \$47.7 million including \$3.7 million reimbursements for FY 1964. This was within the OSD established ceiling of \$47.2 (excluding reimbursement). Requirements AF-Wide totalled \$49.1 Million for FY 1965.

## CHAPTER 6

MILITARY PERSONNEL RECORDS DIVISION

In a letter dated 5 November 1962, subject: "DCS/Personnel Relocation Actions/ Organizational Changes," the Assistant Deputy Chief of Staff, Personnel, announced the approval by Department of Defense on 2 October 1962 to relocate DCS/Personnel Operating Functions to Randolph Air Force Base, Texas. The Military Personnel Records Division, AFDAS, was included in the relocation plan since it is the custodian of the officer and airmen military personnel records. At the close of business on 22 March 1963, approximately 1200 four drawer filing cabinets of airmen master personnel records, together with office furniture and equipment were loaded on automotive vans. Two branches, Airmen Status Analysis Branch and the Airmen Documents Branch, with a total authorization of 3 officers and 100 civilian spaces were relocated. The two branches were in position and operating at Randolph Air Force Base on 26 March 1963. The remaining five branches of the Division are scheduled to relocate at Randolph Air Force Base during August 1964.

The selection folders for active duty colonels were transferred to the Colonel Group, AFPMP, on 1 March 1963. A total of two civilian spaces were also transferred to maintain the folders.

A total of 2,357,400 filing actions was completed and 164,168 pieces of correspondence were prepared and dispatched. Telephone requests for information totaled 22,210. A total of 126,252 copies of records were reproduced and 54,590 selection folders were screened

reproduced and 54,590 selection folders were screened and forwarded to the various Boards. In addition, all service dates were computed and verified for 38,168 officers on EAD; 18,018 postings to the Air Force Register were completed; and 4553 officers visited the Division' to review their own master personnel records.

Organization Changes

Effective 8 February 1963, the office, Chief of USAF Airmen Records Annex, was established with location at Randolph Air Force Base, Texas.

Lt Colonel Robert A. Ports was assigned to this position.

PRESENTATION DIVISION

The period covered by this history is the first full six months of Presentation Division Operations under the Directorate of Administrative Services.

The reorganization plan under which the change was made specified that the Division would be assigned to Headquarters Command, but that it would be under the operational control of the Director of Administrative Services, Headquarters, USAF

SERVICE DIVISIONABA Computer

The Architect-Engineer under contract to the Air Force through General Services Administration, continued designing the computer facility in Pentagon Annex #2 for the Air Battle Analysis Division, Directorate of Plans and Operations. The Secretary of Defense approved this computer and the facility for it in September 1962. The Director of Engineering allocated \$100,000 for the construction and \$25,000 for design. The plans should be completed in July and construction should start in August or September 1963.

473L Computer Facility - Command Post

The FY 63 MCP included \$441,000 for construction of a 473L Computer Facility in the Command Post. The technical review of the final drawings and specifications was completed in January 1963. The contract was let, and construction started on 13 May.

Communications Center

Alterations in the Communications Center were the final phase of the basement renovation project started in 1958. The Communications Center contract was let in 1962 at a bid price of \$266,573. Construction work was substantially completed in June 1963, and the occupants moved into the new area. Computation of the final cost figures is not complete.

Pentagon Space Adjustments Program

Approximately 17,000 square feet on the first floor was vacated in May by moving the ACIC Photo Laboratory to 231 South Fern Street.



The Assistant Vice Chief of Staff directed that two divisions of the Directorate of Military Personnel (AFMP) move into this space, and that the fourth and fifth floor space vacated by AFMP be distributed among Director of Data Automation, Director of Aerospace Programs, DCS/Systems & Logistics, and DCS/Research & Development. Alterations of the first floor for the new tenants started 1 June.

The Officers Records Division was moved to Suitland Hall. Of the 25,000 square feet of basement space gained, we turned over 10,000 square feet to Defense Intelligence Agency in exchange for the fifth floor of Annex #3; the rest of the basement space was given to DCS/Plans and Operations (AFXDC). AFXDC will use this space to compensate for the loss of the office area used for the 473L Facility, to expand the telephone frame-room, and to house additional personnel.

K14854  
JUL - DEC 1963

MEMBER ID
MEMBER
John (Tom) Graham Ford
ATTN: Technical Branch
Howell Ave. Melbourne

HISTORY OF  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JULY 1963 - 31 DECEMBER 1963

4-2193-8

1964 4 14

REPORT TO

Director  
American Studies Inst  
Attn: Academic Records  
Harvard Univ. Cambridge

5-2102-5

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JULY 1963 - 31 DECEMBER 1963

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE

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SECTION I  
ORGANIZATION, FUNCTIONS AND PERSONNEL

SECTION I

2

ORGANIZATION, FUNCTIONS, AND PERSONNEL

Functions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force.

Key Personnel.

On 2 December 1963, Lt Colonel Frances L. White, 21291W, assumed the duties of Chief, USAF Written Communication Program, Support Division, AFPMAS, vice Major Lloyd R. Spangler who will retire in February of 1964.

Internal Organizational Changes.

No significant internal organizational changes were made during this reporting period.

SECTION II  
ACTIVITIES



CHAPTER I

POSTAL AND SECURITY COURIER OPERATIONS DIVISION

Reserve Postal Activities.

In September, 1963, two reserve postal groups were activated at the following locations:

Hq 1st Air Postal Group - Robbins AFB, Georgia

Hq 2nd Air Postal Group - Fort Miley, San Francisco, California.

At the end of the reporting period, both groups were approximately 45% manned. Each group is authorized nine officers and nineteen airmen. In CY 1964, four flights will be activated and assigned to each group. Each flight will be authorized two officers and nineteen airmen.

This reserve potential coupled with thirteen individual assignees assigned to the directorate, filled our emergency planning requirements.

Transportation.

Effective 1 October 1963, MATS assumed from USAFE Air Logistics Service the operation of certain airlift schedules in Europe. Additional funding had to be included in our Financial Plan.

The Department of Defense issued a new policy relating to the distribution of military mail among competing commercial air carriers. DOD's primary interest was to expedite movement of mail. A further consideration was the availability of cargo airlift to meet DOD needs in emergency. Where there is a choice of flights which might serve ultimate delivery just as well, mail will be equitably distributed among qualified carriers.

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Military Ordinary Mail (MOM), which has heretofore been moved only on all-cargo service, may now be dispatched either on passenger or all-cargo service. Implementing instructions were furnished all affected commands.

At the Post Office Department's request, the military departments agreed to a new simplified system for billing for airlift service performed by commercial air carriers. The submission of monthly detailed substantiating data was changed to a semi-annual requirement. Retained was the capability to check the validity of charges by reference to actual bills.

Postal Operations.

Air Post Offices were opened as follows:

APC 667 - Belgium  
APC 664 - Finland  
APC 692 and 220 - Germany  
APC 669 and 689 - India  
APC 695 - Yugoslavia

USAF Postal Inspectors assigned responsibility for recovering Air Force property found loose in the mails early in CY 1963. Total astray property located in Dead Parcel Offices in a year's time valued at \$26,000 (\$14,000 reported in last history).

Consolidated Mail Rooms were established at MacDill, Chanute, Keesler, and Davis-Monthan Air Force Bases. Seventy-six Unit Mail Rooms were eliminated, saving over \$75,000 annually.

The Zone Improvement Program (ZIP), a Post Office Department address coding project was placed in effect on 1 July 1963. By the end

of the reporting period, the Air Force had applied codes to each official address in CONUS and overseas. These were published in Vols I and II of AFM 11-4, Air Force Directory of Addresses and world-wide distribution accomplished.

## CHAPTER 2

### DOCUMENTATION SYSTEMS DIVISION

#### ORGANIZATION AND FUNCTIONS.

In a reorganization of the Division, effective 10 November 1963, the two Branches were eliminated and a single line of authority established. The functions of the Division remained basically unchanged.

Effective 3 October 1963, one civilian space (GS-12, Management Analyst) and the incumbent were transferred to the Division from the Office of the Secretary of the Air Force. This action was authorized by AFDA's Personnel Authorization Voucher Number 63493, issued 7 October 1963.

#### Records Management.

The basic directive prescribing the Air Force Records Management Program was changed by AFR 161-1A, AF Records Management Program, dated 19 July 1963. In addition to updating the directive, it restricted the number of individuals designated as records management officers and records officers, to keep manning of the program to a minimum. The title, "records management officer," is restricted to those individuals at subordinate headquarters who spend the majority of their time in supervising compliance with records management directives.

#### Evaluation and Disposition of Records.

##### Meeting of Federal Records Council.

This office represented the Department of Defense at a meeting of the Federal Records Council on 12 September 1963. A proposed amendment

of Section 504 of the Federal Records Act was submitted to the Council for its reaction. It would provide that the Archivist of the U.S. could request the Council to recommend the establishment of appropriate retention periods for records of agencies that have been determined by the Archivist not to have sufficient value to warrant continued preservation. The amendment would give the Archivist another means to recommend to the Congress the disposal of records which an agency may not wish to dispose of. Strong objections to the proposed amendment were voiced by several Council members because (1) the amendment would be in direct conflict with Section 4 of the Records Disposal Act which provides that the Archivist will not submit recommended disposal instructions to the Congress without first having obtained the consent of the agency head involved, (2) the Council is constituted as an advisory body rather than an appellate body and thus was not equipped to serve as part of the records appraisal process, (3) half of the Council's membership was chosen by the Archivist and (4) the Council met only at the Archivist's discretion, thus making the Council subservient to the Archivist. The Council decided that the proposed amendment was a naive approach to solving the records disposition problem and that other avenues should be used. GSA then decided to reconsider the proposed amendment.

#### Disposition of Records.

The revision of AFM 101-5, Evaluation and Disposition of Records, 1 July 1963, incorporated many new and revised records disposition policies designed to accelerate the retirement or destruction of non-current records, resulting in faster reference to current files, savings

in office space and equipment and more effective use of clerical personnel.

Analysis of the command records management reports for FY 1963 indicated total Air Force records holdings of 1,595,957 cubic feet. 1,254,963 cubic feet were being maintained in current files areas and 341,264 cubic feet were stored in records staging areas. There was an increase of 2% or 25,396 cubic feet of records maintained in current files areas. This increase in records holdings was unavoidable due to the transfer of a large volume of records from other agencies to two Air Force commands. AFAPC assumed custody of over 20,000 cubic feet of records from the General Accounting Office under an agreement between DOD and GAO effective 1 July 1962. AFCS continued its build-up, assuming custody of several thousand cubic feet of records from Army activities. All other commands with no radical changes in functions and organization continued to show good progress in reducing holdings and using low-cost records staging area facilities.

HQ USAF/OSAF Records Maintenance and Disposition.

The policy for appointing HQ USAF/OSAF records officers was changed to agree with the new concept announced in AFR 181-1A, 19 July 1963. The procedure for the loan of retired records was streamlined to expedite delivery of the records to the borrowing offices and eliminate some of the controls maintained by the headquarters central reference office responsible for approving the loans. These changes were included in a revision of HSI 181-3, HQ USAF/OSAF Records Management Program, dated

5 August 1963. The revised directive also incorporated instructions previously issued as separate headquarters procedures on how to prepare records for retirement -- including preparation of necessary forms, and a schedule designating the month each major staff office will retire its noncurrent records.

During this report period: (1) 523 cubic feet of noncurrent HQ USAF/OSAF records were retired to Federal Records Centers, and (2) the Federal Records Center, Alexandria, Va., was authorized to destroy 97 cubic feet of retired Air Force records in its custody.

Semiannual reports were received for the period ending 30 December 1963 from HQ USAF/OSAF Continuity Planning Officers, as required by Atch 1, HGI 11-12, Planning For Continuity of Essential Functions During Emergencies, 20 March 1963. The reports indicate that alternate files are current and adequate for the continuity of essential functions during emergencies.

#### Microfilming.

Interest in the use of microfilm as an effective means for storage, retrieval, reproduction, and distribution of data continued to increase. Six new projects were approved during the report period, bring the total number of Air Force applications to more than 50. During Fiscal Year 1963 over 10,000 cubic feet of paper records were converted to microfilm.

The Avionics Laboratory, AFSC, at Wright-Patterson AFB, will use 35mm aperture cards to collect technical documents related to reconnaissance. Indexing, storing, refereencing, reproducing and distributing the

data will be easier and less expensive in microfilm form than in paper form. The Rome Air Development Center, AFSC, Rome AFB, will convert abstracts of Defense Documentation Center Technical Bulletins to microfilm chips containing the document image and a descriptor code. These chips will be used in a Filmorex system for automating the storage and retrieval of the abstracts desired.

The use of 105mm film for civil engineering data was expanded. The Directorate of Civil Engineering, HQ USAF, will require Air Force installations to submit the HQ USAF copy of their master plans on 105mm. In addition, the effectiveness of using 105mm film for record drawings of buildings, facilities, and utilities will be tested by Air Materiel Areas.

The results of a service test made at San Antonio Air Materiel Area on use of aperture cards in procurement bid sets, in lieu of hard copies of engineering drawings, showed a reduction in procurement lead time, reduced costs, and increased bid response. This effort was a new application of the use of the microfilm aperture cards produced under the MEDAL Program. Since the Air Materiel Areas have aperture cards of the engineering data to be furnished with their bid sets, it is considerably less expensive and faster to reproduce and distribute duplicate aperture cards than paper copies. Implementation of the use of the aperture card technique is being extended to all Air Materiel Areas.

Approval to service-test microfilming missile main indexes, to the SM-65 Weapon System for which San Bernardino Air Materiel Area is



responsible, was reported in our previous history. The test proved successful and approval was granted to apply the microphotographic technique tested to any of the missile indexes of the Automatic Resupply Logistic System Program. This system involves microfilming the hard copy output of computer produced indexes, and distributing the indexes in microfilm form.

Written Communications.

The Air Force form used to obtain a receipt for, and maintain required accountability of Secret and Confidential documents was revised to include a statement for certifying to the destruction of the described documents. Use of the new form will eliminate the time previously required to prepare a separate form, or to add a statement to the receipt form to certify to the destruction. The revised form was prescribed in AFB 10-2, Processing Written Communications, revised and issued 9 July 1963.

## CHAPTER 3

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SUPPORT DIVISIONThe USAF Effective Writing Program.

The USAF Effective Writing Program was effectively pursued during the last six months. A special TV film entitled: "Steps to Better Written Communications," was made with an introduction by Secretary Buckert and Narration by Major Lloyd N. Spangler. It was made into an Oes training film which has been distributed throughout the Air Force Film Libraries.

Fund Raising Campaigns.

For the third consecutive year Secretary Buckert appointed Lt Colonel <sup>H. C. J.</sup> Harold Mulholland, Chief of this Division as Vice Chairman for all Fund Raising Campaigns conducted by the Department of the Air Force. The following amounts were donated by Headquarters, USAF:

July	Falcon Foundation	\$5,503.10
August	Air Force Aid Society	6,573.15
July	National Cultural Center	2,559.15
Oct - Nov.	United Givers Fund	194,215.87

Total funds donated by Air Force personnel in the D.C. area for this year include:

HQ USAF Campaigns	\$453,903.73
HQ AFSC Campaigns	14,575.17
HQ CCMD Campaigns	12,656.82

This amount exceeded 100% of the Departments Goal.

#### Terminology Section.

The Terminology Section, issued a major revision to the Air Force Glossary of Standardized Terms and Definitions. Its main feature, in addition to a large increase in standardized terms at all levels, is the listing of the categories showing the degree of standardization, e.g., AF, JCS, NATO, ABC (American British Canadian) etc. Requirements for standardizing terminology continue to increase.

International interest in terminology standardization and mutual understanding among allied nations also continued, as plans were formalized to convene the annual NATO Terminology Conference in London during May 1964.

Amendment No.1 to ABC Air Standard 85/1A, dated 6 February 1963, was implemented by AFM 11-1, Standardization of Terms, dated 16 December 1963. All terms which have been approved by Working Party 85 of the Air Standardization Coordinating Committee are shown in AFM 11-1 and are annotated with the appropriate indicia, i.e., ABC. Also, included in the 1963 edition of AFM 11-1 are 135 terms which are standardized for use within the ABC Air Forces only.

#### Translation Section.

The increasing number of meetings and conferences with members of the Latin American Air Forces has necessitated the establishment of the position of a bi-lingual conference secretary and translator.

#### Reference Section.

The salient feature of this reporting period has been a complete

reorganization of the Section's personnel and procedures. This was induced by three main events: (a) the sudden death of the Section Chief, preceded within a short span of time by (b) the retirement of the Section's Assistant Chief, and (c) a reduction in force, reducing the personnel strength from five to four, as of 30 June 1963.

The reorganization entailed the following changes:

- a. Screening and rearranging the collection of reference material, destroying obsolete material and transferring portions to the National Archives. As a result, 15 file cabinets were eliminated.
- b. Establishment of a new procedure for the receipt of handout recruiting material, as a result of which the section is now on the regular distribution list of USAF Recruiting Services, Office of Information, Air Training Command.

Unit Personnel Branch.

The Unit Personnel Branch established a data reporting and accounting unit to perform the mechanized personnel functions associated with Personnel Data System - Officers. The functions of the morning report unit were incorporated into this new unit. Additionally, all military personnel pay data were reconciled against information contained on the AF Form 11, Officer Qualification Record, to facilitate mechanization of pay records by the finance office. Also, in conjunction with the automation of personnel information the Unit Personnel Branch key punched 19,000 formats for the officers evaluation report history.

Included in the thousands of personnel actions accomplished by the Unit Personnel Branch during the past six months were the following:

- a. Processed 102 officers for retirement or separation.
- b. Processed 601 officers in and 477 officers out of Hq USAF on PCS.
- c. Authenticated 4,876 leave authorization balance records.
- d. Completed 11,323 morning report entries.
- e. Processed 3,776 OERs.
- f. Processed 1,471 applications for officers and dependents ID cards.

Orders Branch.

The number of actions accomplished by Orders Branch by each category and series of orders during this period is as follows:

Series AA (Promotions, reassignments, recall to and release from extended duty, etc)	24,497
Series AB (Retirements, discharges, and resignations, etc)	10,354
Series O (Hq USAF Organizational actions, awards, unit citations, etc)	1,703
Series M (Appointment of Boards and Committees, investigating officers, Class A and C agent finance officers, etc)	510
Series TA (Overseas TDY of military & civilian personnel, blanket, repeated and permissive TDY, in- vitational travel and transportation authorizations, etc)	3,046

Series TB (TDY of military and civilians within continental US and leave of military personnel)	5,770
Reserve Orders (Short tours, retirements, discharges, etc)	224
TOTAL	46,112

Change B, AFM 10-3, Orders Manual, 21 October 1963, was published. Effective 27 September 1963, Military Personnel Center, Randolph AFB, Texas, began processing retirement orders in the AC series. Three thousand five hundred forty-five (3,545) orders were issued by the center by the end of the year.

CHAPTER 4

18

MAIL AND MESSAGE DIVISION

Message Branch.

Effective 30 December 1963, JCS established their own Message Distribution Center. No coordination was effected with this Branch. Air Force Communications Center will forward direct to JCS, via pneumatic tube, all messages addressed to them. None of these messages will come through the Message Branch unless addressed to the Air Force. JCS will reproduce their own messages and furnish any distribution desired by the Services. Outgoing messages for JCS will be reproduced by the Message Branch and copies furnished JCS.

Promotions within the Message Branch for the period were as follows:

One Major, 1 GS-7, 1 Master Sergeant, 6 Technical Sergeants and 5 Staff Sergeants. Mr Madison J. Proctor resigned after 15 years with the Message Branch and his position was filled through promotion of Mr George Ferlazzo. Mr Ferlazzo's job was filled by Mr. Bernard E. Montgomery, formerly of SAPOS. The following airmen were promoted to Staff Sergeant: George J. Shaw, Herbert W. Walsh Jr., and Malvin L. Washington.

Locator Service.

Personally addressed locator mail increased, averaging 620 pieces daily. Many companies now use first class mail for advertisements; it is our policy to furnish locator service to all first class mail.

Message Figures.

Comparative figures for messages received and dispatched from this Branch for the period 1 July through 31 Dec 63 were as follows:

	<u>RECEIVED</u>	<u>DISPATCHED</u>	<u>TOTAL</u>
July	39,723	8,675	48,398
August	41,036	8,114	49,150
September	37,294	7,434	44,728
October	46,853	9,455	56,308
November	37,349	6,648	43,997
December	35,312	6,203	41,515
Total	237,567	49,529	284,096

SERVICE

	<u>ADDED DIST</u>	<u>EXTRA COPIES</u>	<u>ACTION CHANGES</u>
July	1,190	572	237
August	1,217	723	243
September	990	727	239
October	1,134	760	279
November	962	652	199
December	1,025	649	193
Total	6,538	4,083	1,390

Counter Service Section.

This Section issued an average of 5,370 forms and publications daily. Requests for publications and supplies averaged 290 daily. Numerous publications are still on back order, with some not being reprinted because of lack of funds.



Mail.

Approximately 5,490,280 pieces of mail were handled by the Mail Branch during this period, a total weight of approximately 1,335,540 pounds.

Document Security Branch.Workload

The TOP SECRET Control Section handled, a total of 260 TOP SECRET documents during this period. The TOP SECRET and Code Word Section handled 597 code words and their related meanings, and 11,000 nicknames. Roster of TOP SECRET/COSMIC/SEATO/CENTO Control Officers was published and issued monthly during this period. The USAF Sub-Registry processed in and out a total of 4,186 NATO documents, 176 SEATO documents and 158 CENTO documents. The Document Security Branch Field Extension (AJCC) processed 3,910 new classified documents and posted a total of 87,138 changes to documents on hand.

Personnel.

Captain Charles F. Engelmann and MSgt James J. O'Brien were retired from the USAF. Two new arrivals were Captain Joseph J. Student as CIC USAF Sub-Registry and CWO George DeMandell for Document Security Field Extension (AJCC).

PUBLISHING DIVISIONPrinting and Publications Management.

On 12 September 1963, the Secretary of Defense directed a comprehensive survey of all printing and publications activities within the Department of Defense. The objectives of the survey are to examine the extent and nature of staffing, financing, and application of resources involved in the performance of management and operating functions relating to the acquisition of materials to be printed and published and the procurement, production, distribution, and use of DOD publications and printed materials, to determine the most effective, efficient and economic means for managing this function. Mr Hugh E. Witt, SAFMA, has been designated the Air Force member of the Joint Steering Committee, and Mr Frank K. Thornton, AFDA, the Air Force member of the Joint Project Staff. The Project Staff has developed detailed Study Plans and issued calls for data to the services. The target date for completion of the survey is 1 March 1964.

Printing Management.

On 30 December 1963 a request was forwarded to JCP for approval of the proposed Lexical Graphical Composer Printer mentioned in the Publishing Divisions History of 1 Jan 63 - 30 June 1963.

Publications and Forms Management.

AFM 9-1, Forms Management, 17 Jan 64, has been revised to include more detailed information covering design standards, methods and techniques. It also includes comprehensive instructions, is illustrated

format, on how to effectively use cold type composing machines. The revised manual has a new functional coding concept which: (1) reduce the number of primary codes from 66 to 39; (2) groups related forms prescribed for use in a specific weapons or support system; (3) provides forms management personnel with more effective tools for systems studies; and (4) provides staff elements with ready access to all forms they prescribe. Matters of staff interest are being excluded from the manual and are being incorporated into a new AFR 9-1.

#### Paperwork Management.

The USAF Publications Distribution Center (PDC) is a contractor operated facility now located at 1111 North Capitol St., Washington, D.C. The incumbent contractor commenced operation as a result of competitive bid in February 1959. For the past three fiscal years he has operated under a sole-source arrangement. In memorandum of 6 May 1963, the Assistant Secretary of the Air Force (Material) directed that the contract be competed for FY 65. In memorandum of 26 August 1963, the Assistant Secretary of the Air Force (Material) directed that the PDC be moved into government owned space at the Naval Industrial Reserve Aircraft Plant, Middle River, Md. Amendments to the Requests for Proposal were forwarded to prospective contractors incorporating this change in plans.

Our continued emphasis on the Air Force Publications Obsolescence Program resulted in the reduction of the following number of publications and forms during the reporting period:

<u>Type Publications</u>	<u>Number Rescinded</u>
AFIs	19
AFMs	31
AFPs	37
AFRs	76
Forms used AF-wide	59
Forms used in Hq USAF only	46

Budget and Fiscal.

The funding of \$14,475,000 at the beginning of the FY 1964 was reduced to \$13,631,000 by Hq USAF. \$45,000 was transferred to Air University for the support of the new Career Development Courses Program. The additional \$600,000 was withdrawn due to the provisions of increased funding in FY 1963.

On 12 August 1963, the Public Printer advised that a new increase of 2.9 percent on total billing would be effected. This office was also advised that their policy of performing such services as "second readings" had been discontinued and that all second and third readings would be done on request and charged accordingly.

The O&M Review Group requested that an evaluation of proposals to conserve funds in FY 64 be provided by Mid-August 63. This action was initiated by emphasis made by the Vice Chief of Staff on the necessity for establishment of stringent management and program controls, and for elimination of marginal items.

The budget estimate to OSD for FY 1965 for printing and reproduction Air Force wide was \$52 million. The Secretary of Defense

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approved \$42.6 million, which is the FY 1963 level plus \$1.5 million for price increases. The Air Staff Board, on 16 November 1963, determined that the Air Force would accept the OSD decision and that no reclama action would be taken. Therefore, \$42.6 million was included in the FY 65 budget to Congress.

Personnel.

Three civilian spaces were lost per AFSSS letter, 11 May 1963, subject, Civilian Manpower Reduction Program and AFDS PAV #63199, 20 May 1963.

Two civilian spaces and personnel were transferred to Bq Command per AFDS PAV #63518, 19 November 1963.

CHAPTER 6

MILITARY PERSONNEL RECORDS DIVISION

Micro-FORMING and Automation of Personnel Records.

A project for development of a system to modernize the storage and retrieval procedures in the maintenance of military master personnel records has been authorized by Hq USAF. The system will be developed at the new USAF Military Personnel Center, Randolph AFB, Texas, as a component of the total Personnel Management Information System.

Even though the project had been approved by AFAMA on 22 January 1963, for development as a component of the Personnel Management System, it was presented to the Headquarters Data Automation Panel on 7 August 1963, to solicit their support in its development. At that time, the Panel recognized the need to improve procedures used to maintain personnel records, and directed further investigation and general development of the proposal. It referred the project to the Personnel Data Systems Work Group, and directed that the Group determine the desirability and feasibility of the project before proceeding with its development.

At a follow-up meeting on 2 October 1963, the Personnel Data Systems Work Group briefed the Data Automation Panel and recommended that they approve the project for further development. Air Force Letter 35-122, Modernization of Storage & Retrieval Procedures in the Maintenance of Master Personnel Records, 1 Nov 63, outlining a design concept and the specific project objectives, was published on 1 November 1963.

A request for 13 additional manpower spaces was submitted to the Secretary of the Air Staff on 20 November 1963. The requirement was validated on 13 December, but resources were not made immediately available.

Correction of Airman Pay Dates.

Requests have been sent to AFPMF to revise AFM 39-19, Selective Reenlistment of Airman with 20 or More Years of Active Service, AFM 39-9, Enlistment and Reenlistment in Regular Air Force, and AFM 35-7, Service Retirements, to require a statement of service prior to retirement on members approaching 20 years of service for retirement.

The Annex is preparing a statement of service on all airmen with 21/23 years of service as other workloads permit. This is a slow process, but it will pay off in the long run since monetary adjustments will be completed before the airman's retirement.

New Officers Section Folder.

The following improvements have been realized through adoption of a new simplified officers selection folder:

Cost Reduction - Old Folder -	\$ 47
New Folder -	25
Savings of \$ 19 x 140,000 -	\$26,500.

Filing Space - New folder reduces space requirements for filing by 10 per cent (reduction of 180 filing cabinets in Officers Documents Branch). An additional monetary reality of 180 x \$44.40 or \$7992.  
Total savings (folders and filing cabinets) is \$34,592.

Standardization of Retirement Procedures.

Further standardization of retirement procedures was achieved on 6 September 1963 when the standard statement of service, DD Form 13, Statement of Service, replaced AF Form 604, Statement of Service Military Personnel for Disability Separation, for use in officer disability retirement actions. Beginning on this date, a statement of service is required only when the retirement proceedings are forwarded to the Physical Review Council for final review. This action reduces the volume of such statements by 50 per cent with a reduction of approximately 1000 manhours annually.

Personnel.

Effective 1 August 1963, the Military Personnel Records Division was transferred from the 1132 USAF Special Activities Squadron to Detachment 1, 1105 Support Group.

Lt Colonel Newton I Carpenter was assigned as Chief, Officers Documents Branch effective 16 September 1963, vice Colonel Douglas T. Smith who was appointed Chief, Military Personnel Records Division on 1 July 1963.

CWO James D. Ransford reported 15 August 1963, and was assigned to the Management and Systems Branch.

Mr. Eugene W. Moriarty retired as Deputy, Military Personnel Records Division effective 3 August 1963.

Major William L Brooks was awarded the AF Commendation Medal 18 September 1963, for meritorious service during the period 1 October 1962 to 1 May 1963.



Captain Smith H Whitt was promoted to the grade of Major on  
15 July 1963.

Major Robert L. Kendall assumed the duties of Chief, Officers  
Status Analysis Branch, on 3 July 1963.

CHAPTER 7

PRESENTATIONS DIVISION

There were two significant outside recognitions of Division capabilities during this period. Industrial Art Methods, a nationally circulated professional magazine, published "Preparing Pentagon Air Staff Presentations." This article described a system developed by the Division which had significantly cut graphic development time and expense. A copy of this article is attached as Appendix A. Also during this period, Armed Forces Management Magazine, under the headline "The Emphasis on Communications" in the Washington Background section, recognized the creative approach of the Division to communications problems. Reaction to this article resulted in numerous inquiries and visits from non-Air Force organizations, asking for more details on Division Operations. A copy of this article is attached as Appendix B.

The Division added one new capability during this period when it acquired a Simultaneous Interpreting System. The system will handle up to five languages and will accommodate audiences up to one hundred. It is air transportable, weighing 1800 pounds and occupying about 500 cubic feet of shipping space, and will be available to all Air Force organizations. The Presentations Division will be responsible for publicizing the system and administering its use. Operation and maintenance will be performed by the 2044th Communications Squadron, with the using organization being responsible for transportation and TDY expenses.

The first requested use after announcement of acquisition of the system was by the United States Navy, for a meeting of inter-American naval chiefs somewhere in South America during April of 1964.

DCS/Research and Development required its first complete speech and DCS/Systems and Logistics requested a general purpose speech for its ranking officials. This speech was unique in that it was open-ended. Five concluding sections were provided for the speech, so that it could be adapted to many audiences.

Presentation Division was assigned responsibility by SACPI for describing and explaining the AF Information function and program in a series of speeches for the Director of Information and his assistant. These speeches were given to such groups as the Office of Aerospace Research Commander's Call, WATS World-Wide Information Conference, the Public Relations Council, and the Industrial Editors Association. The Director of Command Control and Communications required a full-scale, illustrated briefing on Command and Control for use before industrial groups on a continuing basis. DCS/Plans and Operations were provided with a similar briefing with slides, to be used for updating Air Force Officers on joint duty in the Washington area.

A resume of Presentations Branch activity is shown in Appendix E.

During the latter part of this reporting period, the Presentations Branch was requested to supply text for various notables' quotes in the permanent Berlin Airlift Exhibit being set up for the Smithsonian Institution. This project is in production for early 1964.

In September, 1963, the Branch turned its attention to the needs of audiences who receive Air Staff presentations. In the present operation of the Division, decisions as to kinds and quantities of visual aids are based on personal views. It was felt that a more scientific basis for judgement should be found. Accordingly, the Special Projects Branch initiated Project Communication Reinforcement. Lt Colonel Alder M. Jenkins, the M-Day assignee to the Division and an expert in this field, was asked to undertake a study of recent reports in educational psychology. The study will show what has been learned as to the impact of communication of oral and written language and visual materials, used separately and in combination, as related to the scope and span of attention of the human mind.

*New system cuts  
graphics development time,  
expense, in . . .*

S/Sgt. BILL G. KNIPPERS, left, administrative supervisor, and Hayden A. Carter, chief of the division's special projects branch, watch as Mrs. Bush separates a finished transparency from the original. Mr. Carter holds a frank let entitled "Better an Easier Way," which his group prepared for use by other headquarters departments. USAF Photo.



A good presentation at a meeting or conference is like an iceberg. The portion the audience sees is only a small part of the total effort and the man-hours involved in working up a concise, easily understood one-hour discussion can be enormous.

More often than not, material and illustrations to be used must go through several levels of authority on the way from the formative stage to the ultimate decision makers. Changes can be made or whole sections scrapped at any point. When the time of skilled technicians is tied up in these developmental levels, expenses mount rapidly.

The Air Staff Presentations Support Division in the Pentagon has found a way to reduce this drain on time, manpower and money. "Our graphics people have always had more work than they can properly

## Preparing Pentagon Air Staff Presentations

handle," says Division chief Lt. Col. Arden Powell, "and the new system provides them with a sort of relief valve."

Developed by Col. Powell and Hayden A. Carter, chief of the division's special projects branch, it has been in use for some six months, including the period of test and evaluation.

At the heart of the system is a method of making transparencies for the overhead projector in seconds, using a new plastic film and "Thermo-Fax" infrared process copying machines, common to offices of all types throughout the country.

Using the new film, a transparency can be made in seconds by running film and original document through the copier, the same as copying a letter.

The Presentations Support Division has a staff of about 60 persons. It turns out between 25,000 and 30,000 visual aids per year for presentations which range from simple meetings of staff officers to congressional committee hearings.

In the early stages of developing a presentation, or for the inevitable crash job, the transparencies offer tremendous savings in time and money over hand-lettered charts, Powell says. He adds that they are especially useful in early stages, when changes are frequently made in both scripts and visuals, and for saving time and effort in preparing after-the-factings.

A Powell sees it there are two basic types of illustrating. One is the simple illustration of facts through the projection of simple, factual data. The other is to influence people's thinking, to get them to change their minds.

Typically, when a person has a headline to make,



**MRS. ELEANOR BUSH**, presentation assistant, shows Col. Powell a transparency which has been made from an original in four seconds by running it through a "Thermo-Fax" infrared process copying machine. The transparency has been mounted in a cardboard frame for easier handling in the overhead projector. USAF Photo.

he will take to Powell's section with some 30 typewritten pages from which he'll want 15 to 20 illustrations. The job then goes to an illustrator who draws the format and puts the illustrations on charts or slides.

From this point, it goes back to the originating person who takes it to another level of authority for review. There generally are several levels of evaluation, sometimes as many as 10 to 15, with the number depending on the importance of the presentation.

"The point is," Powell says, "that as they go through this process, each level may come up with a fresh idea or decision that necessitates a change. When you are working with 8 1/2 slides or flip charts prepared by a highly paid technician, each change can be costly."

With the new system, as much developmental work as possible is kept within the originating group and Powell encourages section heads not to call his people until a project is nearing the finalized stage if at all possible.

To facilitate this, the division added 12 portable overhead projectors to a stock of equipment and spotted them around the Air Staff area on a hand receipt basis. Copying machines already were available in most major offices.

To help acquaint the various sections with the new system an attractive folder was prepared and distributed.

Entitled "There's an Easier Way," it described the new process and pointed out that with it, the making of good quality day-run visuals for presentations could be easily accomplished in less time than it would have otherwise taken to carry the copy to the nearest graphics shop. Also included were samples of positive and negative transparencies along with some guides to help to produce them.

With a project or issue at hand, interested persons

can be called in to view and evaluate visual material without anyone else being involved or needed, an especially valuable factor when security is involved.

Powell said the folder emphasized the system was for simple, factual illustrations and not for cases where a group had need of a graphic analyst since conceptual work needs professional handling.

He said this has been the key to the success of the project. It keeps early stage preparation of the simple illustrations confined within the department involved, often between a man and his secretary, and frees the graphics specialist to devote full time to work that needs professional creativity.

He said that with the new system, when a group is working up a presentation of factual data, changes can be made by the participants on the spot at a cost of only about 25 cents per transparency or, in some cases the original transparency itself can be changed, either with a grease pencil or by adding extra data to it by running it through the copying machine. Then, when final stages are reached and professional help needed, Powell's people are called in.

If they want, a group can check out a portable screen from graphics or project the transparencies on the wall, a process which Powell said works out well in most instances.

He said experience has shown that in many cases, transparencies made by this method work well for use in the final presentation with no need to go into costlier, more elaborate methods.

The economy and rapid reaction time of the system has been a help on projects needed on a crash basis. "If we need something out by the morning after the day we get it, we can do it under the new process without asking our technical specialists to spend their night hours working on it," Powell said.

A system also has been developed to handle routine assignments, such as visuals of data for regular weekly reports by systems and procurement offices. Powell said master forms were designed for each office. The data is entered on the forms and they are used to make transparencies in the copier. If only one or two changes are made from week to week the system can be erased, the new figures entered and a transparency run off. If there are too many changes it is a simple matter to type a new form.

Powell said the new system now is in widespread use throughout the Air Staff. He credits this to the presentation job done by his people and adds, "It makes no difference how good an idea is, it's not worth anything if it's not communicated."

## washington background

### Military Unrest Increases

Crumbling within the uniformed Services against Secretary McNamara is increasing in proportion to the length of time it takes Congress to act on the promised pay raise. (Currently it is in the House, but awaiting Senate action.)



High-ranking personnel resent the fact that the longer it takes people to take the "mull over the short stick" may be that the getting the greater the longer that the pay raise will not do what is expected of it, i.e., quiet civilian and military unrest.

Says one man, "It's awfully hard to tell a man, for instance, to be satisfied with \$40 a month more when he hasn't had a raise in ten years. And it certainly doesn't help his morale when he has to wait for when that same man works next to a GSN who has had three raises at least as large as that in the same period of time."

Indication that McNamara is becoming increasingly aware of the concern of the military in the unexpected heat of the housing situation is made to Congress late in May. Housing is the subject of one of the principal military complaints which are being probed into the Defense Secretary's meeting form.

### What Has McClellan Really Accomplished?

As the TFX investigation went on, it was into a fourth session it might be argued, but it was to assist the fact that McNamara's decision was made.

During the early weeks of McNamara's tenure, it is little more than to state that the Secretary decided with Secretary McNamara's decision, though for practical reasons. One of the powers given the Secretary by law is the right to make such decisions, primarily as a means of minimizing this type of issue.

The GAO investigation of McNamara's decision which would have been the only reason for abolishing McNamara's subcommittee has followed much the same path.

McNamara's decision to abolish the TFX staff was a decision which was made on their staff. McNamara's decision to abolish the TFX staff was a decision which was made on their staff. McNamara's decision to abolish the TFX staff was a decision which was made on their staff.

Conclusion: While McNamara's decision, the TFX staff, to start the Commission, the more that McNamara's decision to abolish the TFX staff was a decision which was made on their staff. McNamara's decision to abolish the TFX staff was a decision which was made on their staff.

### The Emphasis on Communications

Joint Chiefs Chairman, Army General Maxwell D. Taylor, brought up key point in answering House Appropriations (Mahon) committee query on whether or not military had opportunity to exert influence in Pentagon.

Said Taylor: "I would say that we military people have ample opportunity to exert influence on military policy. The question is, are we persuasive enough, are we able to bring forward a case that carries conviction?"



"I always complain to my own staff and to all the staffs I have ever had, that we have lots of brave soldiers, sailors and airmen, but too few men who can write a good paper or properly present the message orally or in writing. I think there may be some military disability which makes this a greater problem for us than for men in other professions."

Added Air Force Air Training Commander, Lt. Gen. James E. Briggs, last January: "Executives have found that silence is not golden. Misunderstanding flourishes in secret. They have learned that military organizations, like other institutions, are, to a large extent, democracies. They can progress only as far and as rapidly as they can carry with them the consent of the people—whether these people are acting in the capacity of military subordinates, voters, suppliers, congressmen or neighbors."

In the Air Force particularly, emphasis on effective communications is becoming a crusade in some offices. Said one colonel: "We're trying to get military management to recognize that the ability to communicate doesn't come sewn into the seams of the uniform. We've seen too many important things go down the drain just because an officer relied on the stars on his shoulders to get his message across."

One way, improvement is coming through the tools they use. For instance, staff presentation division of the Air Staff secretariat has a "simplified working level" briefing, presentations and speeches, routine now in use in the Pentagon saving considerably in time and money, just as effective as old presentation preparation routine in getting message across. By spreading word on new procedure through the Air Staff, division has cut its own work from preparing some 50,000 briefing illustrations a year to preparing only some 10,000. Moreover the 1.47 hours per illustration it used to take them has been cut to some ten minutes in the using office.

In sum, in staff briefing and communication activities it has meant doing a better job in less time at less cost. Some equipment, incidentally, is being used in Strategic Air Command war room. Question in some officers' minds: How soon will the idea spread beyond Air Staff to the rest of the Pentagon and out into the field?

B



## PRESENTATIONS PROJECTS

<u>SPEAKER</u>	<u>OCCASION</u>
Col Casey, Dep Dir/SAFOI	PR Council of Ala/Gulf Coast Ind Ed Press Association
Mr Sylvester, Asst Secy of Def for Public Affairs	Launching second USAF3-ARIS-88 Vandenburg
Maj Gen Taylor, Dir of Command Control & Communications	Various Industry Groups
Maj Gen Taylor, Dir of Command Control & Communications	Graduating Class, Pilot Training Program
Lt Gen Gerrity, DCS/Systems & Logistics	Graduate Students, Systems & Logistics School, AFIT
Lt Gen Blanchard, DCS/Programs & Requirements	Student Pilots Graduation
Maj Gen George, DCS/Plans & Operations	4th Annual USAF Safety Congress
Lt Col Fallon, AFSME	Article for DSA's THE REVIEW
Lt Col Powell, AFDAS	Article for <u>Armed Forces Management</u>
Mr Gilpatric, Dep Secy of Defense	Lockheed and others
Lt Gen Gerrity, DCS/Systems & Logistics	Air Command & Staff School
Dr McMillan, Under Secy of AF	AFA-Aerospace Education Lunch
Maj Gen Martin, Director SAFOI	Dining-In Address at B-58 Bomb Wg (SAC)
Lt Col Staley, AFSPP	3d Annual Institute on Government Contracts
Lt Gen Gerrity, DCS/Systems & Logistics	Industrial Associates Luncheon
Lt Gen Quinn, DIA Representative	Senior Foreign Officer Intelligence Course, Graduation
Gen LeMay, Chief of Staff	AF Officers at National War College and Industrial College of the Armed Forces
Lt Gen Stone, DCS/Personnel	AF Officers at National War College and Industrial College of the Armed Forces



SAKEROCCASION

Maj Gen Martin, Director SAFOI	Hq MATS Command Information Conference
Brig Gen Loesch, Dir of Maintenance Engineering	Worldwide USAF Materiel Conference
Brig Gen Goldsworthy, Dir of Production	Worldwide USAF Materiel Conference
Brig Gen Veal, Auditor General	Dining-In Address at 418th Bomb Wg (SAC)
Mr Harlan, Asst Secy AF (Financial Management)	Base Anniversary Luncheon
Mrs Curtis E. LeMay	International Conference of Women's Organizations
Mr Jackson, Dep Asst Secy AF (Materiel)	Defense Supply Association
Brig Gen Smith, Dir of Procurement Policy	Defense Industry Management Program Orientation Seminar
Congressman Price	Vehicle Design & Propulsion Meeting American Institute of Aeronautics & Astronautics, and Aeronautical Systems Div, AFSC (Banquet)
Maj Gen McNickle, Dir of Supply and Services	Defense Supply Association Convention
Maj Gen Holzapple, Asst DCS/ Systems & Logistics	5th Annual Industrial Engineering Seminar
Maj Gen Martin, Director SAFOI	Dining-In Address, SAC Bomb Wg
Mr Zuckert, Secy AF	Dedication of USAF Hospital
Maj Gen D. Smith, JCS	AFA Squadron Annual Awards Banquet
Mr Zuckert, Secy AF	Yorktown High School Senior Assembly
Lt Gen Burchinal, DCS/Plans & Operations	Annual Briefing of USAF Officers on Joint Duty
Mr Zuckert, Secy AF	Budget Presentation to Congressional Subcommittee

SPECIAL PROJECTS ACTIVITY

<u>USER</u>	<u>OCCASION OR USE</u>	<u>FORMAT</u>
CVC (Gen Hester)	Comd & Staff College	Briefing
SAFOI (Capt Talburt)	Maj Comdrs to State Legislators	Briefing
Air Council (Col Murphy)	Air Council	Critique
ORQ (LtCol Doersch)	Report	Cover for Report
SAFOI (Col Corcoran)	Ship Dedication	Biography of Gen Vandenberg
SAFOI (Gen Blanchard)	Joint Civilian Orientation Conf	Briefing
CVC (Col McVey)	Commanders Conference	Conference Notebook
SAFOI (Maj Davis)	Golden Anniversary of "Silver Wings"	Logotype Design
SAFOI (Maj Davis)	do	Storyboard
POI (Gen Martin)	VFW Convention	Briefing
XPD (Gen Carpenter)	National War College	Briefing
XPD (Gen McKee)	National War College	Briefing
SPD (Col Wilson)	Army Project Managers Course	Briefing
SPD (Col Wilson)	Systems Program Management School of Systems & Logistics	4 Briefings
M&E (Gen Loesch)	National Convention of the Standards Engineers Society	2 Briefings
SAFOI (Mr Zuckert)	NOB Ceremony Presented to Congressional Members	Briefing
CVC (Col McVey)	Commanders Conference	Folders
JCOG (Col Ellis)	Presentation to Generals Sweeney and Roberts	Briefings
CCS (Gen McKee)	Presentation to AF Officers at Inglewood, Norton & Edwards AFB	Briefing
AC (Gen Bogart)	AU Briefing	Briefing

D

<u>USER</u>	<u>OCCASION OR USE</u>	<u>FORMAT</u>
CCS (Gen Smith)	Inter-American Defense College	Briefing
SDC (Mr Bexauer)	Security Briefing of Gen Ferguson	Vu-graph
SAPOI (Gen Martin)	Air Staff Orientation	35 mm slides
RDD (Col Murphy)	Presentation to Gen Ferguson	Briefing
RDC (Gen Ferguson)	Presentation to Congressional Subcommittees	Briefing
RRP (LtCol Bombs)	USAF R&D Orientation	Notebooks w/Covers
SLP (Mr Atwell)	Worldwide Materiel Conference	Conference Notebooks
IGO (LtGen Ryan)	Special Weapons Command	Briefing
XOP (Col Ramsey)	Air Staff Board	Briefing
OCC (Col McGraw)	Various Industrial Groups	35 mm slides
FLL (LtCol Mitchell)	9th NATO Parliamentarian's Conference	Books
ORQ (LtCol Elliott)	Various Air Staff Audiences	Briefing
OCC (Gen Taylor)	Industrial Groups	Vu-graphs and Mechanicals
XOP (Brig Gen Lassiter)	Wings Club - Aviator's Post	Briefing
SDC (Gen Gerrity)	Congressional Appropriations Committee	Books and Vu-graphs
SAFMP (Mr Fridge)	L. S. U.	Briefing
RDC (Col Caudill)	AU Review	Sketches
SAPOI (Mr Zuckert)	Senior High School Assembly	Briefing
SMS (Mrs Brannan)	Danish AF Representatives	Folders
SAPOI (MajGen Martin)	Info Flight Commanders	Briefing

<u>USER</u>	<u>OCCASION OR USE</u>	<u>FORMAT</u>
CVC (LtCol McVey)	Commanders Conference	Conference Notebook
SAFLI (Gen Twining)	SA Squadron Meeting	Briefing
CCS (Gen Smith)	Graduation of Squadron Officers School	Briefing
AAF (Gen Scheidecker)	Management Data System	Slides and Mechanicals
AAF (Gen Scheidecker)	Management Data System	Mechanicals
CVC (LtCol McVey)	Commanders Conference	Conference Notebook
SPD (Col Wilson)	Systems Management Presentation	Briefing
PTR (Col Berry)	C/S Briefing	Critique and Vu-graphs
RFP (Col Bomba)	USAF R&D Orientation for Congressional Committees	Notebooks w/Covers
FOI (Gen LeBailly)	Radio/Television Branch	Flip Charts

Summary of Conference and Equipment Statistics

Conferences booked.....	1,739
Theaters used for conference space.....	413
Theaters used for screenings.....	435
Total rooms borrowed.....	36
Total rooms loaned.....	56
Total outside jobs.....	465
Jobs other than normal duty hours.....	17
Total pieces of equipment loaned.....	2,596
Total services rendered.....	4,998

E

## CHAPTER 8

SERVICES DIVISIONSpecial Review of OSAF Personnel Security Files

At the direction of SAP,<sup>1</sup> all OSAF personnel security investigative files, (Civilian 213 - Military 258) were subjected to a comprehensive review. This included identification of derogatory information, assuring adequate investigation had been conducted, and requiring initiation of new investigations where appropriate. The Secretary of the Air Force also directed that all OSAF personnel must have undergone a background investigation within the past five years. This decision will cause all investigative files to be continuously updated as they become over five years old. This is in excess of the usual Air Force requirements. A total of 471 personnel were initially affected and required to submit new Statements of Personal History for this purpose.

Special Personnel Security Review of Air Staff Incumbents of Sensitive Positions

The Assistant Vice Chief of Staff directed all Deputy Chiefs of Staff to identify incumbents in sensitive positions for a review of their personnel security investigative files<sup>2</sup>. A case-by-case review

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1. Verbal order from the Administrative Assistant to the Secretary of the Air Force to the Chief, Security Branch, Services Division, on 18 October 1963.
  2. Assistant Vice Chief of Staff Memorandum to All Deputy Chiefs of Staff, Subject: Special Security Review, dated 30 October 1963.

(total TIS was conducted for AFKOP and AFKPD). The names of selected personnel in AFSDC, AFODC, AFOWD, AFIGO, APIIS and AFAAC were submitted. All cases were also reviewed by representatives of the individual staff agencies. Actions taken ranged from discharge, transfer, reassignment to less sensitive positions, and retention in present assignments, to complete withdrawal of access authorizations. Some were identified as occupying sensitive positions without completed background investigations and required to submit Statements of Personal History for background investigations.

The most important result has been an awakening of management across the Air Staff toward security. Another benefit is the requirement that Top Secret clearances and access in Hq USAF be based only on a completed background investigation. Interim Top Secret clearances are at the minimum consistent with operational requirements. The personnel investigative files of certain Air Staff agencies will now be retained for the duration of assignment or employment in Hq USAF.

Personnel security background investigation requests have increased 25% as a result of the above review and changes in policy.

Special Personnel Security Review of Mobilization Assignees.

A special review of the security clearance status of all Mobilization Assignees in Hq USAF is in progress. This project involves approximately 2500 people. Those assignees not having appropriate security clearances on record will be required to undergo new or additional investigation as necessary.

34

Special Personnel Security Review of Top Secret Control Officers.

A special review of the personnel security files of all Hq USAF Top Secret Control Officers revealed 17 incumbents with Top Secret clearances based upon National Agency Checks plus continuous service. These personnel were required to submit Statements of Personal History for background investigation.

Identification and Special Personnel Security Review of "Ultra-Sensitive" Positions and Incumbents.

The Assistant Vice Chief of Staff<sup>3</sup> required that incumbents undergo a special review of their personnel and security investigative files for suitability and retention. The Security Branch is conducting these reviews and will submit recommendations to appropriate staff agency representative in each case. The total number involved is unknown, but approximately 300 are anticipated.

Loyalty Review Board Actions (AFR 40-12).

As a consequence of the required special review,<sup>4</sup> all civilians who were ever subjects of Loyalty Review Board and Central Loyalty-Security Board Actions in Hq USAF have been identified and cross-referenced: 99 are still employed.

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3. Assistant Vice Chief of Staff letter, Subject: "Identification and Review of Ultra-Sensitive Positions," dated 2 December 1963.

4. Op. cit.



Departmental Headquarters Personnel Security Actions.

	<u>Cases Opened</u>	<u>Cases Closed</u>	<u>Pending</u>
Jul - Dec 1963	2069	1767	405
Jul - Dec 1962	2159	2370	312

This represents a composite of (a) civilian preappointment cases, (b) civilians currently employed where there have been changes in the sensitivity of positions, and (c) military clearances. Included among the 1963 totals mentioned above were:

5 cases referred to the Civilian Personnel Security Secretariat (APPCP) for processing under AFR 40-12, "Civilian Personnel Security Program."

2 cases (military) processed under AFR 35-66, "Discharge Processing Where Homosexual Acts or Tendencies are Involved."

2 cases involving civilian employees who resigned in lieu of processing for removal.

5 Civilian applicants for appointment were dropped from further consideration by the directorate concerned because of derogatory information brought to its attention by this office.

Physical Security.

All intrusion detection alarm systems (IDA) installed at Bolling AFB were deleted from the Hq USAF contract. 237 IDA systems on the Pentagon Reservation were being monitored on 31 December 1963. This included 21 systems for the Office of the Secretary of Defense and 52 systems for the Defense Intelligence Agency. 10 USAF systems in temporary buildings were also monitored. The average monthly rental cost was \$4,205.19.

The total cost of IDA equipment used in Hq USAF for the six-month period was \$50,462.33. The installation of 16 new intrusion detection alarm systems for the Defense Intelligence Agency in the Pentagon was completed. 7 more systems are projected for installation.

Changes were made in existing IDA systems as follows:

<u>Agency</u>	<u>New System</u>	<u>Expanded</u>	<u>Decreased</u>	<u>Dis-continued</u>
Directorate of Personnel Planning	X			
Directorate of Plans		X		
Asst Chief of Staff, Intelligence		X		
Directorate of Administrative Services			X	
Directorate of Aerospace Programs		X		
The Inspector General		X		
Office of Space Systems				**
Administrative Assistant, Secretary of the Air Force				**X

\* One system  
\*\* One system

Security Violations.

	<u>Top Secret</u>	<u>Secret</u>	<u>Confidential</u>
Jul - Dec 1963	8	70	54
Jul - Dec 1962	4	91	61

Headquarters USAF Security Force.

A major re-engineering project has been partially completed. The first units of a new intrusion detection alarm control annunciator board has been placed in position. This will provide the Departmental Head-

quarters with the most technologically sophisticated equipment available in the United States. It was designed in packaged components which permit an increase in sensitivity and capacity to 400 systems to meet a five-year growth requirement.

Mr Euckert<sup>5</sup> commended the Hq USAF Security Force to the Vice Chief of Staff on 4 October 1963. He had been greatly impressed by the consistently high level of competence displayed by personnel of the Hq USAF Security Force, noted that their resourcefulness, initiative and professional manner had contributed immeasurably to the ultimate success of official functions given by the Secretary, and cited their spirit of cooperation and helpfulness, stating that their exemplary performance certainly merited recognition. Copies of this commendation were placed in individual personnel folders in accordance with AFR 30-9.

The Secretary of the Air Force<sup>6</sup> commended four members of the Force to the Director of Administrative Services on their duty performance in connection with his attendance at the Maryland-Air Force Academy Football Game at Maryland University.

- 
5. Secretary of the Air Force Memorandum to the Vice Chief of Staff, dated 4 October 1963.
  6. Secretary of the Air Force letter to Director of Administrative Services, 30 October 1963.

The Assistant Vice Chief of Staff presented the Best Shooter Award and Most Improved Shooter Award to members of the Hq USAF Security Force

on 19 December 1963, and gave an inspirational talk after the presentation.

The Annual specialized training program of the Headquarters Force continued. For example, (1) training was given on Anti-Personnel Sabotage Devices by the 57th Explosive Ordnance Depot, U.S. Army, at Fort Belvoir, Virginia; (2) a law enforcement tour of the Federal Bureau of Investigation was made; (3) one member graduated from the Federal Bureau of Narcotics School, Treasury Department.

Pentagon Space Adjustment Program.

The space adjustment in the Pentagon following the relocation of the ACIC Photo Laboratory to 231 South Fern Street, Arlington, Virginia, was completed in December 1963. The adjustment resulted in consolidating on the 4th floor in the vicinity of the Deputy Chief of Staff, Personnel, all Personnel activities not scheduled to move to the Personnel Center at Randolph AFB and the assignment of additional space to the following Staff agencies:

Deputy Chief of Staff, Systems & Logistics	7000 Sq Ft
Director of Programs	3500 Sq Ft
Director of Plans	1400 Sq Ft
Director of Data Automation	4000 Sq Ft
Director of Operational Requirements	1200 Sq Ft

Two additional relocation projects were accomplished during this period. They were (a) relocation of the Link Trainer activity to Andrews AFB. The 1400 square feet of space vacated by the Link Trainers was assigned to the Data Services Center; (b) relocation of the Frequency Branch, AFQCC, to Temporary Building 8. The 1200 square feet vacated in the Pentagon was assigned to house a new function in Directorate of Man-

power and Organization, Project EUNOMAN (Effective Control of Manpower).

Among non-routine construction projects accomplished during the period were the following: (a) expansion of the USAF Command Post Washington Switch, \$15,000; (b) construction of Special Fund Ticket Office, \$4,000; (c) renovation of Temporary Building 8, (lighting and painting), \$12,000; (d) expansion of Dental Clinic, Temporary Building 8, \$11,000; (e) renovation of Security Office, \$2,500; (f) construction in Army and OSD areas to enable them to vacate an area needed for expansion of the Office of Space Systems, Office, Secretary of the Air Force, \$17,000.

Special Projects.

ABA Computer Facility.

Construction of the facility to house computer equipment for the Air Battle Analysis Division (ABA) Directorate of Plans and Operations in Pentagon Annex #2 began in September. J.D.Steale, Incorporated, was the low bidder at \$121,121.

473L Computer Facility - Command Post.

Construction on the 473L Computer facility was completed, except for minor corrections, during November. To date, \$32,029 have been expended for design and supervision costs, and \$338,202 for contract award and change orders, making a total of \$370,231. The FY 63 Military Construction Program included \$441,000 for the 473L facility.

Alleged Unnecessary Procurement of Office Furniture.

The General Accounting Office (GAO), in a formal report to the Congress, alleged that the Air Force procured, for use in the Pentagon,

wood unitized office furniture costing \$323,000 toward the end of fiscal year 1962 to replace significant quantities of furniture that was in good serviceable condition, without evidence that replacement was economically justified. The GAO claimed that the availability of unobligated funds appeared to have been the overriding consideration rather than the existence of valid requirements. They contended that in these circumstances, the expenditure of funds was largely unjustified. The GAO therefore concluded that the need for a greater sense of individual responsibility for economizing in Government operations should be brought to the attention of the officials directly responsible for the decision to replace furniture that was supposedly in good serviceable condition. The GAO recommended that the Secretary of Defense issue instructions to formalize a policy limiting procurement of new furniture and other office equipment to properly justified requirements and precluding the unconsical replacement and disposal of good serviceable equipment.<sup>7</sup>

In commenting on the allegations, the Deputy Assistant Secretary of Defense, Supply and Services showed that the purchases were based on a need for improved utilization of office space; that because of the advantages and benefits gained in economy, efficiency, and productivity the Air Force believed the actions were completely justified and in the best interest of the Government.<sup>8</sup>

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7. Report to the Congress of the United States, Unnecessary Procurement of Office Furniture for use in the Pentagon, Department of the Air Force, by the Comptroller General of the United States, November 1963.

8. Ltr dtd 5 Feb 64 frn ASD (I&L) to Comptroller General of the United States.

Reproduction Branch.

Center #6, 4C-1057 was closed and consolidated with Center #1, 4A-1088A; expendable supplies were removed from Center #2, 5E-240. The ozalid equipment which was being used for single copy work in Center #2 was consolidated with the same type of equipment in Center #3, 5E-406. Along with a Xerox 914, these are used to provide the Air Staff with its primary source of self-service single copy reproduction equipment. As a consequence, Center #2 became the main reproduction work center. Presses have been increased from three to five. Collating equipment consisting of two rotary sorters and an eight station collator have been installed. Binding and finishing equipment consisting of an electric stitcher and an electric drill have been installed. An automatic plate saker was also installed.

HISTORY OF  
DIRECTORATE OF ADMINISTRATIVE SERVICES

1 JAN 64 - 30 JUNE 64

L-2274-2



AFDAS /Miss Colachicco/drc/52214

Directorate History

AFCHO

Attached are two copies of the History of this Directorate covering the period 1 January 1964 - 30 June 1964.

RAY P. STEWART  
Lt Colonel, USAF  
Executive, Directorate of Administrative  
Services

2 Atch  
History (2 cy)

K168.4  
Jan. 5th 1964

6456724

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JANUARY 1964 - 30 JUNE 1964

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE

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SECTION 1

ORGANIZATION, FUNCTIONS, AND PERSONNEL

SECTION I

2

ORGANIZATION, FUNCTIONS, AND PERSONNEL

Functions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chart-book, Department of the Air Force.

Key Personnel.

On 11 May 1964, Colonel Lewis P. Boone, Jr. relieved Lt Col Ross E. Dobbs as Chief, Services Division, AFDASH.

Lt Col Ray P. Stewart was assigned duty as Executive Officer vice Lt Colonel Truman F. Cadwell who retired on 1 June 1964.

Lt Col Paul S. Latherow assumed duty as Chief, Mail and Message Division, replacing Lt Col John W. Arnette who became Director of Administrative Services, Hq USAFSC on 28 May 1964.

Lt Colonel Newton I. Carpenter became Chief, AF Register and Records Correction Branch on 16 March 1964, with additional duty as Chief, Officers Documents Branch, AFDASE.

Major Dale K. Milliman became Chief of the Message Branch, AFDASF on 15 June 1964 vice Major Neil F. Neurlin who departed for his new assignment at the Air University, Maxwell AFB, Alabama.

Effective 10 April 1964, Major Robert L. Kendall was appointed

as Chief of the Management and Systems Branch, AFBASE, vice  
Lt Colonel Edwin F. Meyer, Jr.

Captain Joseph J. Student assumed duties as Chief, Document  
Security Branch, AFDASF, on 1 June 1964.

Internal Organizational Changes.

No significant internal organizational changes were made  
during this reporting period.

SECTION II

ACTIVITIES



## CHAPTER I

### POSTAL AND SECURITY COURIER OPERATIONS DIVISION

#### Reserve Postal Activities.

In April, the 1st Air Postal Flight was activated at Dobbins Air Force Base, Georgia. It is assigned to the 1st Air Postal Group stationed at Dobbins AFB. Simultaneously, the 3th Air Postal Flight was activated at Ft Miley, San Francisco, California. Its parent is the 2nd Air Postal Group, also located at Ft Miley.

#### Transportation.

In an effort to improve transit times for military mail, DOD announced a new airline tendering policy effective 20 May. It directs that (1) airmail be divided between competing flights (passenger or cargo) when such flights are scheduled to arrive at their destination less than one hour apart; and (2) military ordinary mail (MOM) be divided among competing flights (passenger or cargo) when such flights are scheduled to arrive at destination not more than two hours apart. This policy was relayed to the Post Office Department which is responsible for tendering mail to the Carriers. Seaboard World Airlines with no pure jet equipment promptly challenged the new policy in court and a final ruling had not been issued at end of this reporting period.

Surface mail for Pakistan and Iran was being flown by commercial air to destination. Surface mail for Saudi Arabia and Lebanon was being flown by MATS to destination. To reduce costs, the following was directed: (1) Surface mail for Pakistan was diverted to sealift between CONUS and Karachi; and (2) Surface mail for Iran, Lebanon and Saudi Arabia was diverted to sealift between CONUS and Athens, and MATS airlift between Athens and destination. Anticipated annual Air Force savings as a result of these changes is over \$½ million.

Postal Operations.

Consolidated Mail Rooms (CMRs) were established at Hunter AFB, Georgia; Patrick AFB, Florida; Larsen AFB, Washington; Fairchild AFB, Washington; Truax Field, Wisconsin; and Sondrestrom AB, Greenland. Eighty individual Unit Mail Rooms were inactivated by this action with Air Force annual savings estimated at \$80,000. USAF Postal Inspectors procured the boxes from POD at no cost to the Air Force. The 7th Air Postal Squadron spearheaded the CMR drive at Sondrestrom.

AFR 182-15, "Official Mail - Policies and Procedures", was changed to meet the requirement for marking airlifted mail. Unmarked parcel mail now receives surface transportation.

Barcelona has been eliminated as a port of entry for surface

mail dispatched to Spain due to phase down of port facilities. Mail for APOs formerly serviced through Barcelona is now routed via Algerciras or Cadiz with no reduction in frequency of service.

During the past 6 months, USAF Postal Inspectors have recovered astray parcel post valued as follows: New York Dead Parcel Branch \$15,000; Atlanta Dead Parcel Branch \$2,000 and Fort Worth Dead Parcel Branch \$2,000. Property valued at \$28,000 was recovered in Calendar Year 63. This year, we have surpassed that figure by \$25,000. Our current yearly recovery estimate to date is \$53,000.

CHAPTER 2

DOCUMENTATION SYSTEMS DIVISION

Maintenance, Servicing, and Disposition of Air Force Technical Orders (TOs)

A study of the system for retiring and servicing Technical Orders (TOs) resulted in substantial procedural changes which will eliminate the Air Materiel Areas' (AMAs) workload of maintaining and storing TOs for five years after they are rescinded.

Effective 1 January 1964, the Military Personnel Records Center (MPRC), General Services Administration, St. Louis, Missouri, was placed on automatic distribution for one copy of all existing and future copies of TOs. As these orders are replaced and rescinded, MPRC will move them from the active file to the rescinded file. By January 1966, MPRC will have a complete file of current and noncurrent TOs and there will be no further requirement for Air Force to maintain and retire a record set.

This procedure will:

- a. Eliminate yearly packaging and shipment of rescinded files to MPRC and transferring rescinded files to other AMAs if TO responsibility changes.
- b. Save storage space and equipment in all AMAs.

c. Permit AMAs to destroy their rescinded TO files after two years rather than retire them after five years.

d. Reduce Air Force reference service on TOs from five to two years.

e. Provide a more efficient system for assuring that one record copy of all TOs is preserved.

As a part of the study, the procedure for supplying copies of TOs to the general public was examined. Numerous complaints of slow service and non-availability indicated that the method of processing requests was too lengthy and cumbersome. The system required that all requests from the general public be processed through the Office of Technical Services (OTS), Department of Commerce (P.L. 776, 81st Congress) and established that office as a clearinghouse for all government technical and scientific papers when requested by members of the public. The study revealed that the law was optional and not mandatory, and that public requests could be handled directly by the Air Force without clearing with OTS. Consequently, an agreement was entered into with OTS which completely eliminated them from the channel of communication between the general public and the Air Force. The new procedure, effective 1 July 1964, makes Oklahoma City Air Material Area (OCAMA) the central receiving agent for all public

requests for Air Force Technical Orders. OCMA will, in turn, refer the request to the prime AFA who will service the request directly and collect the service charge.

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The new procedure is expected to:

- a. Reduce service time by about one half.
- b. Reduce or eliminate complaints on non-availability of Air Force technical orders.
- c. Provide more time and manpower to OTS to accomplish their primary mission of supplying scientific and technical type papers to the public.
- d. Increase revenues to the Treasury of the U.S. by charging customers the full cost for services rendered in accordance with the Independent Officers Appropriation Act of 1952, as implemented by Bureau of the Budget, OSD, and HQ USAF.

HQ USAF/OSAF Records Maintenance and Disposition

During this report period the following disposition was made of HQ USAF/OSAF noncurrent records:

- a. 637 cubic feet were retired from current office space, as follows:

<u>Retired</u>	<u>Volume Retired (Cubic Feet)</u>
Federal Records Center, GSA Region 3, Alexandria, Va.	616

Military Personnel Records Center, 11  
St. Louis, Mo.

National Archives and Records Service, GSA 10  
637

b. Authority was furnished GSA to destroy 843 cubic feet of retired Air Force records that had served their purpose, as follows:

<u>GSA Activity Having Custody of Records</u>	<u>Volume Destroyed (Cubic Feet)</u>
Federal Records Center, Region 3	813
World War II Records Division, NARS	<u>30</u>
	843

Semiannual reports were received for the period ending 30 June 1964 from HQ USAF/OSAF Continuity Planning Officers, as required by Atch 1, HQI 11-12. The reports indicate that alternate files are current and adequate for the continuity of essential functions during emergencies.

Release of Records and Information.

AFR 11-6, "Schedule of Fees for Copying, Certifying, and Searching Records" was revised and issued on 28 January 1964 to incorporate the provisions of Change 4, DOD Directive 7230.3. This change added "of the United States" to the Phrase "Armed Forces" to clarify the intention that requests for address of such personnel are exempt from charges under the circumstances described. It also exempted from charges requests from Federal employees for the accomplishment of forms applicable to claims for reimbursement in connection with Federal Employees Health Benefit Act of 1959.

## CHAPTER 3

SUPPORT DIVISIONOrders Branch.

Organization and Accomplishments. The number of actions accomplished by each category and series of AF Orders during this period is as follows:

Special Orders:

Series AA (Promotions, reassignments, recall to and release from extended duty, etc.).....	14,102
Series AB (Retirements, discharges, and resignations, etc.).....	907
Series C (Hq USAF Organizational actions, awards, unit citations, etc.).....	211
Series M (Appointment of Boards and Committees, investigating officers, Class A and C agent finance officers, ect.).....	623
Series TA (Overseas TDY of military and civilian personnel, blanket, repeated and permissive TDY, invitational travel and transportation authorizations, etc.).....	2,803
Series TB (TDY of military and civilian personnel within continental US).....	6,589



Reserve Orders (Short tours, retirements, discharges, etc.)..138

TOTAL..... 25,373

Change C, dated 1 June 1964 to AFM 10-3, "Administrative Orders" was published. This change brought the distribution requirements to date, authorized some new and revised forms for orders, revised the NATO Travel Order, corrected printing errors, and incorporated new air staff policies and directives. A proposed revision of DOI 10-3 "Military and Civilian Travel Orders," is presently out for staff coordination. Anticipated date of publication is August 1964. Revision is required for numerous policy and procedure changes and editorial rewrites.

A study was made to eliminate AF Form 1164, Military Leave, which was still being used for leave overseas. Received staff coordination and the form is now eliminated. AF Form 1410 will be used for this purpose.

Effective on dates shown, the Military Personnel Center, Randolph Air Force Base, Texas began processing the following orders:

<u>Effective</u>	<u>Orders</u>
1 January 1964	All award actions except Commendation Medals relating to Hq USAF personnel.
1 April 1964	All retirement orders

The publication of the semi-annual Directory of Boards and Committees has been discontinued. The card file indicating the current and dissolved boards and committees and the current membership file of each board have also been eliminated since the Secretary of the Air Staff is now the office of primary interest for boards and Committees.

Terminology.

Another highly successful NATO Terminology Conference was conducted in Paris, France, and in London, England, during May, 1964. Representatives were present from Belgium, Canada, France, the United Kingdom and the United States during the combined English-speaking Nations/French-speaking Nations portion of the Conference in Paris. During the English-speaking Nations portion of the Conference in London, representatives were present from Canada, the United Kingdom and the United States. The individual and combined efforts of these representatives have greatly facilitated NATO terminology standardization. Plans were again made to continue these conferences on an annual basis. A new position of bi-lingual (Spanish-English) conference secretary and translator was brought into being at the request of AFXPD (and with the concurrence of AFNIN). The 1964 NATO Terminology Conference was held at the ESN (English-speaking nations) and combined ESN-FSN (French-speaking nations) level. In addition, plans were made to hold the 1964

terminology meeting of Working Party 83, of the Air Standardization Coordinating Committee, in October 1964, in Washington, D.C. International.

ASCC Working Party 83. There are over 290 terms and definitions now being considered within the terminology channels of the Tripartite Air Forces Working Party 83. They are at various stages of consideration and resolution in the services' staffs of the respective nations. The Royal Australian and Royal New Zealand Air Forces were invited to join the Air Standardization Coordinating Committee and to participate in its program of materiel, operational, and procedural standardization. It is not known at this time what new procedures will be evolved to handle this addition or to what extent Australia and New Zealand will want to participate in this program. As of the close of this reporting period, the Royal Australian Air Force had accepted the invitation to join the ASCC.

#### North Atlantic Treaty Organization (NATO)

The 1964 NATO Terminology Conference, sponsored by the Military Agency for Standardization, was held at L'Ecole Militaire, 17, Place Joffre, Paris, France, from 13-15 May 1964, at 33, Chesham Place, London, England, from 19-22 May 1964. New terms and definitions will be published in the next revision of the NATO Glossary

which is scheduled for publication in the late fall of 1964.

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Joint.

The revised edition of the 1964 Joint Dictionary now contains 3,438 terms and definitions. Air Force distribution was reduced from 6,200 to 300 copies, and all Air Force activities were advised to use AF Manual 11-1, which incorporates all terms and definitions contained in JCS Pub 1 under the implementation provision of DOD Directive 5000.9. This action represented a savings to the Air Force of approximately \$2,500.

Based on discussions with this directorates' Publishing Division and Government Printing Office officials, arrangements were made to furnish 500 copies of AFM 11-1 to the Superintendent of Documents for public sale. This marks the first time that AFM 11-1 was so offered to the general public for purchase.

Translation.

During this reporting period, a total of 279,895 words were translated, which represents an increase of approximately 25% over the volume handled during the preceding six-month period. The following figures show the overall workload of the Section:

Requests received	590
Pages received	1,661
Pages returned	1,594

Pages on hand as of 30 June 64 216

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Number of words translated 279,895

HOI 11-14, Translation and Interpreting Services, has been published and is available for distribution.

Reference Section.

The period under review shows a considerable increase over the Jul-Dec 1963 period in the number of requests received, i.e., 8,745 versus 7,710.

	<u>Jan-Jun, 1964</u>	
Retired records	418 (involving 5235 items)	
Publications	1,279	
Handouts	3,559	
Research	522	
Referrals to other org.	207	
Misc. Information	<u>2,760</u>	
	8,745	Total

MAIL AND MESSAGE DIVISIONMessage Branch:

National Military Control Center Message Center. The Message Center was used as a pattern to set up a new National Military Control Center Message Center, which should be in operation on 1 September 1964.

OSD Message Traffic. Effective 15 June 1964, routing of OSD traffic was changed to go from the Air Force Communications Center to JCS Message Center. This represents approximately a one percent decrease in traffic handled by this Branch.

New Equipment. Two 2550 multilith reproduction machines (one has been installed) and a new storage cabinet for microfilm canisters have been purchased. A proposal has been submitted to enlarge the microfilm room by six feet. This increase in space will enable us to store microfilmed messages for the next twenty years.

Message Figures. Messages received and forwarded from this Branch for the period 1 January 1964 through 30 June 1964 were:

	<u>INCOMING</u>	<u>OUTGOING</u>	<u>TOTAL</u>
January	39,554	8,059	47,613
February	43,145	7,661	50,806
March	46,910	8,681	55,591
April	48,300	9,119	57,419

## Message Figures. (Con't)

May	47,225	8,812	56,037
June	<u>46,584</u>	<u>8,242</u>	<u>55,826</u>
Total	271,718	51,574	323,292

	<u>ADDED DISTRIBUTION</u>	<u>EXTRA COPIES</u>	<u>ACTION CHANGES</u>
January	1,273	920	245
February	1,136	666	194
March	1,404	815	237
April	1,209	772	232
May	1,363	576	195
June	<u>1,318</u>	<u>614</u>	<u>233</u>
	6,538	4,363	1,336

Relocation of Offices. Mail service to the Air Force Aide to the President, has been established and that office is now being serviced twice daily. Also "PERT", an extension office of the Secretary of the Air Force, located in the Vanguard Building, is serviced on regular runs.

Mail Volume. The pieces of mail handled by the Branch have steadily increased. Approximately 6,864,000 pieces were handled during this period, with an average of 52,000 per day and which weighs about 23,000 pounds per day.

PUBLISHING DIVISIONDOD Survey of Printing and Publications.

During the period 1 Jul-31 Dec 63, a comprehensive survey was made of all printing and publications activities within the DOD. This survey was completed on 4 May 1964, with submission of the Project Staff's Report to the Steering Committee. The report recommended establishing a Defense Publications Organization (DPO). The DPO would absorb the printing and publishing functions and activities of the military departments and DOD agencies. It would control the financing, acquisition, content, production and distribution of all Air Force publications and forms, and operate printing and distribution facilities. If approved, the Air Force would lose its ability to control the content and issuance of its directives and informational publications. It would also affect weapons systems support capabilities by removing responsibility and resources to procure from weapons contractors printed technical data vital to the weapons systems. Further, it would deprive the Air Force of direct access to the Congressional Joint Committee on Printing and the U.S. Government Printing Office. The Air Force member of the Project Staff did not concur in the Report and submitted an alternate position, which was supported by the Air Staff and the Office



of the Assistant Secretary, Installations and Logistics. Substantially, the Air Force position recommended the establishment of a DOD printing and publications policy element which would: (1) formulate and prescribe policies, programs, plans, standards, systems, and other criteria to assure the efficient and economical provision of publications and printed material for the Department of Defense; (2) conduct research, development, testing, and evaluation programs related to printing and related processes and (3) evaluate the adequacy, capability and performance readiness of the publications and printing effort to meet DOD operational requirements and program objectives, and, as appropriate, coordinate such activities with inspection or audit groups within the military departments, agencies and other components of DOD and with other government agencies. To date, the Air Force has not been advised of a final decision regarding the recommendations.

Advance in Printing Technology.

On 3 March 1964, the Congressional Joint Committee on Printing (CJCP) authorized the Air Force to procure the LCCP system which is a high speed electronic system of photo-type-setting. This authorization, the first to any agency of the Executive Branch, permits the Air Force to proceed with the acquisition and installation of this system. Funds for the system have been

1-LCCP (Lithical Composition Computer Printer)

approved through OSD and Congress. The system is expected to be operational early in calendar year 1967.

The system will process the photo typeset printing requirements for Tables of Allowances, Technical Orders, and Stock List Catalogs, the data for which are being centrally computerized at Wright-Patterson AFB. Its use will decrease the total of 1.641 billion printed pages of these publications by an estimated 60 percent which will represent an annual cost avoidance of \$2,766,000.

The acquisition of this system represents a long step forward in printing technology spearheaded principally by this Division.

Publications Distribution Center Move to Middle River, Md.

The Air Force acquired a government owned facility at the old Naval Industrial Reserve Aircraft Plant at Middle River, Maryland to house its Publications Distribution Center which is moving from a facility contractor owned at 1111 No. Capitol Street in Washington, D.C. By direction of the Assistant Secretary for Materiel, the Air Force competed its contract for operation of the Center which resulted in a changeover to a new contractor.

The transition from one contractor to another and the concurrent move of the operation from Washington to Middle River

required the establishment of two phase-in periods, 1-30 June and 1 July-31 August. During the first period the new contractor provided limited personnel and equipment and received approximately one-fifth of the bulk stored material from the Washington facility. The contract with the incumbent Washington contractor was extended for 3 months beyond the end of the fiscal year in order to continue with a minimum of interruption publications distribution service to our customers throughout the world.

Budget and Fiscal Management.

A financial status report to the annual FY 1964 financial Plan for departmental printing was forwarded to Secretary of the Air Staff, 10 February 1964. At that time we were able to report that continued efforts to effect economies had resulted in eliminating the unfunded portion of the deficit discussed in the first Revision to FY 64 Financial Plan.

Obligations for departmental printing at the end of fiscal year 1964 were \$14,013,333. Excluding a 2.9 percent increase by GPO, this would have been \$13,618,400 as compared to \$15,620,811 at the end of fiscal year 1963, a difference of \$2,002,411. This was accomplished through continuing scrutiny of departmental printing requirements and elimination of unnecessary items.

Staff recommendation for printing and reproduction, departmental and field, were forwarded to the Directorate of Budget,

29 April 1964. Recommendations totalled \$47,062,000 of which \$42,658,000 is subject to OSD printing ceilings.

The FY 1965 Financial Plan/FY 1966 Budget Estimate for departmental printing was forwarded to Secretary of the Air Staff on 3 March 1964. The FY 1965 estimate of \$17,576,000 was reduced to a requirement of \$15,062,000 by program changes, eliminating issues, and reducing quantities. The tentative authorization was \$14,243,000 which left a deficit of \$819,000. A portion of this has been funded, as the approved budget authorization for FY 1965 is \$14,421,000. The 1966 budget estimate was \$15,665,000.

MILITARY PERSONNEL RECORDS DIVISION

Computation of Pay Dates For Airmen. GAO criticisms of pay functions stimulated AFAPC to take action to improve the accuracy of pay accounting. The Airmen Records Annex has established a project to assist AFAPC in their efforts by computing dates at Hq USAF level. The function was voluntarily assumed on an experimental basis to see if the work could be accomplished without an increase in manpower. It has been accomplished thus far by making maximum use of by-product information of other functions and by increasing the productivity of employees.

AFAPC asked that our efforts be concentrated on furnishing statements of service for potential retirees early enough for AFAPC to audit and correct their pay accounts prior to the airman's relief from active duty. Such action would prevent charges against retired pay. Statistics show 11% of retirees currently have such charges against retired pay.

Over 3500 statements of service on airmen with service dating 1941 and prior have been completed and forwarded to AFAPC. Statistics based on an analysis of more than 1200 statements show that 51.5% of the retired airmen are being paid on the basis of incorrect pay dates (19.5% underpaid and 32% overpaid).

Error information compiled on 342 cases by AFAFC revealed the following:

a. AFAFC does not require recomputation of pay accounts with errors of 5 days or less. Therefore, no action was taken on 268 errors (78.4%).

b. 25 errors (7.3%) of 30 days or less had resulted in \$277.16 in overpayments and \$377.97 in underpayments.

c. 49 errors (14.3%) of more than 30 days had resulted in \$12,270.80 in overpayments and \$7,837.44 in underpayments.

d. Extrapolating the above statistics and applying them to the 10,326 airmen in the pay group being studied, the following would prevail (AFAFC experience validates the extrapolation):

Number paid under erroneous pay dates:	5421
Number with errors of 5 days or less:	4250
Number with errors of 6 to 30 days:	396
Number with errors of more than 30 days:	775
Cost of overpayments if not corrected:	\$198,296.86
Cost of underpayments if not corrected:	<u>\$130,242.93</u>
Net gain for the Air Force:	\$ 68,053.93

The statistics in monetary savings to the Air Force alone justify continuation of the project.

Purchase of Rehabilitated Equipment. The acquisition of the airmen prior service records from the Military Personnel Records Center in St. Louis, and the refiling of the retiree records with the records of the airmen and officers normally maintained by this

branch, necessitated the purchase of 3,000 4-drawer file cabinets. The cost of these cabinets if purchased through normal supply channels would have exceeded \$160,000.00. But in view of the large amount involved, arrangements were made for purchase of rehabilitated cabinets through the General Services Administration at a cost approximating 1/3 that of new cabinets. This saved the Air Force approximately \$100,000.00.

Mechanization Of The Mail Room. An electronic sorting machine identified as a "Keytronic Sorter" was purchased. It is manufactured by the Universal Business Machines, Inc., Columbia, South Carolina.

The Keytronic Sorter was installed in the Mail Branch for test purposes on 24 February 1964 and adjusted to accept 90% of the Branch's filing material. Experience thus far has shown that use of the machine to prearrange and fine sort the material enables two persons to accomplish the workload that formerly required four. Although the personnel have not yet achieved full speed, they are able, through use of the machine, to sort 2500 pieces per hour. This figure is almost three times that normally experienced through normal operations.

Statements of Service for Disability Retirements. The change

in handling disability retirement cases previously described the Division's report for July - December 1963, has now been extended to cover airmen retirements. Anticipated savings will approximate two or three times those realized in the case of office retirements, i.e., 3,000 or more manhours annually.

Reduction in Publication costs - Air Force Register. As a result of an investigation into the requirements for Air Force Register hardback copies, it was discovered that in most cases these copies could be replaced by paper back editions. Our survey determined that we could reduce the number of hard-back copies to 25. This will result in a savings of approximately \$1,400.



PRESENTATION DIVISION

During this reporting period, many projects were undertaken by the Air Staff to present its arguments to Congress in defense of the FY 65 Air Force Budget. The Air Staff prepared back-up information which required many hundreds and thousands of visual materials dealing with Air Force philosophy, operational requirements and management problems, highlighting progress and deficiency status of each.

Among the special studies established to focus attention on problem areas in fulfilling Air Force goals were:

a. AFRDP - Brig General Harry L. Evans' presentation to the Joint Chiefs of Staff consisted of 107 vue-graphs and dealt with Air Force Research and Development Programs.

b. AFSDC - AFSLP - Lt General Thomas P. Gentry's Cost Reduction Exhibit - There were three phases to this exhibit. The first, consisting of 70-80, 30X40 storyboards was installed at Ft. McNair in May. The second was installed in the Pentagon concourse in June as part of National Defense Cost Reduction Week. The third exhibit of approximately twenty 30X40 storyboards prepared for President Johnson's Press Conference was displayed on the concourse in July. All services participated in these DOD exhibits.

The Special Projects Branch acquired a new major responsibility during this reporting period, the design, layout and production of the magazine, The Armed Forces Comptroller, a service performed for OSD and all the armed forces.

Other activities of a significant nature during this period included:

- a. Preparation of 80 charts (TOP SECRET) for Viet Nam briefing of the Air Staff.
- b. Preparation of "Silver Wings" book entry in "Silver Anvil" nationwide contest.
- c. Design and preparation of vue-graphs plus paper copies for Program Review Council briefing on B-52 funding operations.
- d. Title boards and nameplates for Air Force paintings to be exhibited at the World Fair.
- e. Design and preparation of cover, Master Plan for Air Force Accounting and Finance.

## CHAPTER 8

SERVICES DIVISION

Special Projects. ABA (Air Battle Analysis) Computer Facility. The facility was substantially completed during February 1964.

Pentagon Space Adjustment Program. A complete physical survey was made of all Air Force space in the Pentagon during this reporting period. By the end of April 1964, the following requirements were necessary:

Manpower augmentation in DCS/Research & Development	6,000 Sq Ft
Manpower augmentation in Directorate of Budget	2,000 Sq Ft
Activation of Special Studies Group	2,500 Sq Ft
Establishment of Logistics & Personnel Readiness Centers in Command Post Area.	2,8000 Sq Ft
Manpower augmentation in Data Services Center	4,000 Sq Ft
Manpower augmentation in Directorate of Plans	1,200 Sq Ft

Negotiations were begun with the Office, Secretary of Defense and a commitment obtained for the assignment to the Air Force of 15,600 square feet in the Colemont Building, 8715 Colesville Road, Silver Spring, Maryland. A study, in collaboration with the Secretary of the Air Staff, was then instituted and the following relocation plan was recommended to the Assistant Vice Chief of Staff and approved by him:

<u>Unit</u>	<u>From</u>	<u>To</u>
USAF Aid Society	Munitions Building	Teapo 8 Bldg
MIPR Liaison Office	Munitions Building	Escanaba Hall
Historical Liaison Office	Munitions Building	Colesont Bldg
Aeronautical Standards Grp	Munitions Building	Colesont Building
Patents Division, AFJAG	Munitions Building	Colesont Bldg
Directorate of Accounting and Finance	Pentagon	Munitions Bldg
Directorate of Transportation	Pentagon	Munitions Bldg

Preparation for these relocations were begun and they are scheduled for completion in August 1964.

OSAF Personnel Security Updating Program. Special security evaluation and review for everyone assigned or attached to OSAF, except Presidential appointees, has been completed. Implementation of the Secretary of the Air Force policy decision for obtaining a complete background investigation regardless of whether the position occupied involves access to classified information, maintaining the complete background investigation on file during appointment or employment, and updating investigative reports when they become five years old, has greatly improved the administration of personnel security for OSAF.

Special Personnel Security Review of Air Staff Sensitive Positions. The special personnel security review directed by the Assistant Vice Chief of Staff<sup>2</sup> was completed. Investigative files of 1,731 (1,114 military and 617 civilian) personnel have been evaluated by both Directorate and Security Branch officials. The Assistant Vice Chief of Staff concurred with the recommendations of the final report and forwarded it to AFICG for policy implementation. The report pointed out several current weaknesses in the Civilian Personnel Security Program, recommended rescission of the obsolete AFL 40-4, Instructions for Civilian Personnel Security Program, and early revision of AFR 40-12, Security Program.

Ultra Sensitive Position Program. A worldwide survey by AFICG identified a need for a refinement of the USAF Personnel Security Program. The objective is to identify especially sensitive positions and thereby permit application of greater security emphasis to such positions. The Air Staff identified 466 positions within the Departmental Headquarters involving access to certain TOP SECRET information and for the making of significant policy decisions to which extraordinary security measures must be applied. This is a new and continuing major Personnel Security Program. The Security

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2. Memorandum to all Deputy Chiefs of Staff, subject: Special Security Review, dated 30 October 1963.

Branch is proceeding with the establishment of procedures to administer this program. Functional assignment of the administration of the Ultra Sensitive Position Program within the Departmental Headquarters has been recommended for the Security Branch to the Staff Management Division, Secretary of the Air Staff. Air Staff manning and selection procedures would be least disrupted by this logical extension of current responsibility. Formal functional assignment will be forthcoming after appropriate Air Staff coordination is completed.

Departmental Headquarters Personnel Security Actions:

	<u>Cases Opened</u>	<u>Cases Closed</u>
Jan-Jun 1964	2099	1833
Jan-Jun 1963	1346	1337

These statistics represent a composite of (a) civilian pre-appointment cases, (b) civilians currently employed where there have been changes in the sensitivity of positions, and (c) military clearances. Included among the totals mentioned were:

3 cases referred to the Civilian Personnel Security Secretariat (AFPCP) for processing under AFR 40-12, Security Program.

2 airmen reassigned as a result of seriously derogatory investigative reports.

1 civilian employee who resigned in lieu of processing for removal.

Physical Security. The Hq USAF Security Force was monitoring 244 intrusion detection alarm systems on 30 June 1964. This number included 22 OSD and 47 DIA systems and 6 USAF systems in temporary buildings scattered throughout the Metropolitan Washington area. The average monthly contract cost was \$4,540.83, with a 6-month total of \$27,244.98. Changes were made in existing intrusion detection alarm systems as follows:

<u>Agency</u>	<u>New Systems</u>	<u>Ex- panded</u>	<u>De- creased</u>	<u>Discon- tinued</u>
SAF-SS	X	X		
AFDAS				X
AFXPD	X	X		
AFORQ	X	X		
AFNIN	X	X		
AFADS		X		
AFISI				*X
AFSSS				**X

\*4 systems

\*\* One system in Pentagon Annex #3 and 2 systems in Pentagon basement were taken off the Hq USAF contract because the space had been reassigned to DIA.

Security Incidents

	<u>Top Secret</u>	<u>Secret</u>	<u>Confidential</u>	<u>Total</u>
Jan-Jun 1964	7	29	37	73
Jan-Jun 1963	3	35	18	56

Management Improvements. By utilizing the services of a military locksmith, validated savings of \$7,118.11 were accrued during this 6-month period as compared to average prices charged by a civilian locksmith firm performing the same services.

The transfer of all intrusion detection alarm systems to the new annunciator console, which has a maximum capacity of 400 systems, has been completed. Renovation of the Central Security Control Room was completed.

A new Headquarters USAF Security Review Check List was developed and distributed.

Many briefings were given to individuals and groups on the operation of intrusion detection alarm equipment. Those briefed included the Administrative Assistant to the Secretary of the Air Force, representatives of the Assistant Chief of Staff, Intelligence, U.S. Army, and interested Air Staff Personnel.

The Services Division has purchased one Thomas Rotomatic 50 Station Collator for use in Reproduction Center #2, Room 5E240, Pentagon. The machine is capable of collating and stapling documents up to 50 sheets. Being the largest volume collator



available for duplicating activities it is used to collate all large jobs for the four Pentagon Reproduction Centers and has completely eliminated all collating bottlenecks.

Reproduction Center #9, Temporary Building D serving the Auditor General was closed in May and their functions transferred to Center #1, Room 4A 1088A, Pentagon. Service is provided using the Air Force Mail Branch to move job requests and completed jobs between Center #1 and the Auditor General in Tempo D. This change permitted better utilization of personnel and enhanced capabilities for providing service for Air Force activities located in buildings outside the Pentagon which have no duplicating facilities of their own.

HISTORY OF  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JULY 1964 - 31 DECEMBER 1964

1176  
101-100  
1-1964

11-10-1964

PROPERTY OF  
THE  
UNITED STATES  
DEPARTMENT OF  
AGRICULTURE  
WASHINGTON, D. C.

PLANT

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9-1449-15

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JULY 1964 - 31 DECEMBER 1964

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE

T A B L E O F C O N T E N T S

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SECTION I

ORGANIZATION, FUNCTIONS, AND PERSONNEL

## SECTION I

ORGANIZATION, FUNCTIONS, AND PERSONNELFunctions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force except as follows:

The Personnel Security Group (AFDASI) was established on 18 November 1964, by verbal order of the Secretary of the Air Force to operate the Air Force Personnel Security Program in the executive portion of the Department of the Air Force, including the Office of the Secretary of the Air Force and Air Staff offices in the Metropolitan Washington area.

Key Personnel.

On 8 September 1964, Colonel Andrew DiAntonio replaced Lt Colonel Perry B. McElroy as Chief, Postal and Courier Operations Division. Colonel McElroy was assigned to the Headquarters 6005 Air Postal Group, PACAF.

Lt Colonel Paul S. Latherow, Chief, Mail and Message Division retired on 30 November 1964. He was replaced by Lt Colonel Roger W. Garrison.

Major Thomas J. Monaghan reported for duty as Chief,

Services & Records Section, AFDASC, on 15 July 1964. He replaced Major William J. Haney who assumed duty as Chief, Unit Personnel Branch, vice Major Francis L. Brownlee, who was assigned duty at ATC, Randolph AFB, Texas.

Internal Organizational Changes.

In November the Personnel Security Clearance Section of the Security Branch was separated from the Services Division (AFDASH) and placed directly under the Director of Administrative Services as the Personnel Security Clearance Group.



SECTION II  
ACTIVITIES

## CHAPTER I

POSTAL AND SECURITY COURIER OPERATIONS DIVISIONReserve Postal Activities.

Three additional flights were activated in both the 1st and 2nd Air Postal Groups. This completes the postal reserve capability of two groups and four flights attached to each group. During the reporting period, the Commanders capability estimates increased from 14% to 19% for the 1st Air Postal Group and 33% to 35% for the 2nd Air Postal Group. Assigned personnel rose from 66% to 70% with 58 (49%) personnel assigned to the 1st group and 106 (90%) assigned to the 2nd Group.

Postal Operations.

The equipment improvement program still progresses worldwide. While less surplus equipment is now being obtained from the Post Office Department, there is correspondingly less demand for the equipment. A storage point has been established at Wright Patterson AFB, Ohio, to maintain all equipment until valid requirements develop.

During the reporting period, ZIP, (Zone Improvement Program) was fully integrated into Air Force addressing procedures on a worldwide basis. For overseas addresses, the ZIP Code was combined with the APO number thus further simplifying our practices.

Postal Transportation.

Since the lawsuit instigated by Seaboard World Airlines was started (see last report), DOD has demanded voluminous reports and studies. The requirement far exceeded our capability and overtime was authorized to try to stay abreast. Several fact finding trips to Europe were also required by DOD. At close of reporting period, no change in mail tendering policies had been directed.

Several policy changes were made with a view to either improve transit times or to save money. They were:

(1) To reduce transportation costs, surface mail for Pakistan was diverted from airlift to sealift between CONUS and Karachi.

(2) Surface mail for Iran, Lebanon and Saudi Arabia was diverted to sealift between CONUS and Athens and MATS airlift between Athens and destination. Annual Air Force savings is estimated at \$ $\frac{1}{2}$  million.

DOCUMENTATION SYSTEMS DIVISIONDisposition of Records.

Change B to AFM 181-5, Evaluation and Disposition of Records, was issued on 27 July 1964. It provided new and revised records disposition criteria, including reduced retention periods for some series of records.

Analysis of the command records management reports for FY 1964 indicated total Air Force records holdings of 1,543,926 cubic feet. This is an overall decrease of 52,031 cubic feet in total holdings. There was a decrease of 53,881 cubic feet of records in staging areas and an increase of 1,850 cubic feet in current files areas. The largest percentage decreases in records holdings were reported by United States Air Force Southern Command, Aeronautical Chart & Information Center, and the Accounting & Finance Center. Substantial decreases were also made by Air Force Communications Service and the Air Force Logistics Command.

The largest percentage increases in records holdings were reported by the Alaskan Air Command, the Tactical Air Command and the Headquarters Command, USAF. These increases, as well as those in several other commands, resulted from expansion of mission and functions, acquisition of new units, and conversion

to mechanized and automated programs.

HQ, USAF/OSAF Records Maintenance and Disposition.

HQ, USAF/OSAF offices reported a total of 110,641 cubic feet of records on hand as of 1 July 1964 -- 52,186 in departmental offices, 58,166 in field extension offices, and 289 in records staging areas. This represents an increase of 3,779 cubic feet in total volume on hand one year ago -- departmental offices increased 5,472 and records staging areas increased 166, whereas field extension offices decreased 1,859. The increase in departmental offices was attributed mainly to the normal increase of investigative records in the Directorate of Special Investigations, and the increased workload in the OSD-directed budget system and the constantly growing tape inventory in the Data Services Center. In addition, the increase of studies, programs, and projects, coupled with the establishment of new offices to perform these functions has resulted in a substantial increase of records in various directorates.

During this report period the following disposition was made of HQ, USAF/OSAF noncurrent records:

- a. 842 cubic feet were retired from current office space,

as follows:

<u>Retired to</u>	<u>Volume Retired (Cubic Feet)</u>
Federal Records Center, GSA Region 3, Alexandria, Va.	833
Military Personnel Records Center, St. Louis, Missouri	9
	<hr/> 842

b. Authority was furnished Federal Records Center, GSA Region 3, Alexandria, Virginia to destroy 105 cubic feet of retired Air Force records that had served their purpose.

Semiannual reports were received for the period ending 30 December 1964 from HQ, USAF/GSAF Continuity Planning Officers, as required by Atch 1, HOI 11-12, Planning for Continuity of Essential Functions During Emergencies, dated 28 March 1963. The reports indicated that alternate files were current and adequate for the continuity of essential functions during emergencies.

Documentation Storage and Retrieval.

Interest in microfilming as a means for compact storage and quick retrieval of information continued to increase. Developments in the techniques and devices that provide "push-button" selection of desired information from the microfilm stimulated this interest and increased the emphasis that must

be placed on evaluating the justification for these more expensive systems.

Of the seven microfilm projects that were approved during this reporting period, two provided for the automatic retrieval of the microfilmed information. One involved microfilming intelligence and technical reports on reconnaissance accumulated by the Tactical Air Reconnaissance Center (TAC), the other was for microfilming indexes and abstracts of information on materials (metals, ceramics, etc.), at the Air Force Materials Laboratory of the Systems Command, a STINFO (Scientific and Technical Information) center.

Microfilming was approved for the student academic records maintained in the Registrars' offices of the Air Force Academy and the Air University. Both of these projects were established primarily to reduce the storage space required by records that must be retained on site. Because of the nature of the records, and the relative simplicity of maintenance and reference, both of these projects involve microfilming on roll film, without any elaborate retrieval capability.

#### Release of Records and Information.

On 10 August 1964, the following new policy statement was submitted to the Archivist of the United States who

concluded in it.

The new policy statement included (1) the responsibilities of NARS, Field Records Region 3, and Air Force personnel who process requests involving retired Air Force records; and (2) the policy and procedures governing the loan of and access to such records to activities outside, as well as to those within the Department of the Air Force. It was distributed to, and serves as an operating procedure for the General Services Administration and Air Force personnel responsible for granting access to and approving and processing requests for loans of retired Air Force records in the custody of NARS and FRC Region 3.



## CHAPTER 3

SUPPORT DIVISIONPersonnel Actions.

Promotion Orders were received and distributed for the following:

- (1) Colonels, Lt Colonels and Warrant Officers - 294 officers affected.
- (2) Temporary Colonels list screened, 123 officers for HQ, USAF - 71 promoted in November 1964.
- (3) Promotion to Majors - results processed (Regular and Temporary). 74 selected for Regular and 42 officers selected for Temporary promotion.

A check and guide list to supplement AFR 143-6, Disposition of Personal Property, was developed to preclude difficulties relating to Summary Court Martial Officers in case of death of HQ, USAF officer personnel.

Orders Branch.

The number of actions accomplished by each category and series of orders during this period was as follows:

## Special Orders:

Series AA (Promotions, reassignments, recall to and release from extended active duty, etc.).....20,842

Series AB (Retirements, discharges, and resignations, etc.).....	422
Series GA (HQ USAF Organizational actions, awards unit citations, etc.).....	948
Series M (Appointment of Boards and Committees, investigating officers, Class A and C agent finance officers, etc.).....	473
Series TA (Overseas TDY of military and civilian personnel, Blanket, repeated and permissive TDY, invitational travel and transportation authorizations, etc).....	2,755
Series TB (TDY of military and civilian personnel within the continental US.....	6,030
Reserve Orders (Short tours, retirements, discharges, etc.).....	283
Total	<u>31,753</u>

Change D, AFM 10-3, Orders Manual, was drafted and submitted for Air Staff Coordination and approval. Expected publication date is February, 1965. This change provides appropriate statements to substantiate Family Separation Allowance entitlement; contains policy on use of ZIP Codes in orders; contains more specific requirements for justifying use of special conveyances and other special authorizations; and makes several changes in the content of orders for travel

of unaccompanied dependents. "HOI 10-3, Military and Civilian, Travel Orders, which was prepared for Air Staff coordination during the last reporting period, was published 11 September 1964.

A study which began during the last reporting period, to eliminate the Flight Order, AF Form 615, was completed. Based on recommendations from the major air commands, it was determined that the flight order should be retained, and minor changes made in its preparation. These changes will be reflected in the next revision to AFM 10-3.

#### Terminology, Translation and Reference Branch.

The Terminology, Translation and Reference Branch was transferred from the Pentagon to the Pixie Building in Arlington, Va. on 11 September 1964.

#### Terminology.

The Royal Australian Air Force (RAAF) has entered the Air Standardization Coordinating Committee Program along with the Air Forces of Canada, the United Kingdom and the United States. The RAAF has also designated a Coordinating Member on Working Party 85 (Language and Terminology) of the ASCC, and will be represented at the February 1965 meeting of Working Party 85. New Zealand is at the present time also considering joining the ASCC. The Southeast Asia Treaty Organization (SEATO) has published SEAP-2, the SEATO Glossary of

Military Terms and Definitions. The USAF, in subscribing to these SEATO published terms, will also implement them in AFM 11-1, The Air Force Glossary of Standardized Terms and Definitions. The NATO Terminology Conference will be held in May 1965 in London, for the English-Speaking portion, and in Brussels, for that part dealing with the French-Speaking nations. The Working Party 85 of the ASCC will convene its meeting in February 1965.

NORTH ATLANTIC TREATY ORGANIZATION (NATO)

In August, it was determined that a new edition of AAP-6, NATO Glossary, was required, and would incorporate over 2,000 changes, additions and deletions. Supplements will be published in 1966 and 1967, as necessary. The demand for this glossary is such that it can no longer be issued free of charge; the cost of the glossary, published commercially in London, has been estimated at 7/6d (approximately \$1.05). The Air Force requirement was determined to be 100 copies. A select distribution will be made to Air Staff Agencies and to Major Command Headquarters.

JOINT.

Advance copies of the Joint Dictionary (JCS Pub 1) were received. Incorporated in this publication were terms agreed to at the May 1964 ESN (English Speaking Nations) and ESN/FSN

(French Speaking Nations) meetings in London and Paris, respectively. For the first time, terms not recommended for use are listed alphabetically in the dictionary, instead of being in a special list. Cross references to acceptable alternate terms are now included in the Joint Dictionary. Another innovation was the inclusion of indicia in the NATO Glossary portion of this publication. While this is primarily of use to members of the Joint Staff, it will greatly benefit any one who must correspond with any of the NATO countries.

Implementation of STANAG 1059, National Distinguishing Letters for Use by NATO Armed Forces, was accomplished in AFM 11-2, Air Force Manual of Abbreviations.

#### Abbreviations.

1. The revision of AFM 11-2, Air Force Manual of Abbreviations, was printed and distribution was made early in August. Only the decoded portion was printed. This netted a savings of over \$3,000 for the Government, with no identifiable loss in value of the manual.

#### Translation.

The nature of the work in the Translation Section changed considerably. In the past the majority of requests involved

the translation from foreign languages increased because of the growing number of conferences and meetings between USAF members and their counterparts in NATO and South American countries. Over 1800 pages were translated to or from the following foreign languages: French, German, Italian, Portuguese and Spanish. 13% of the translation workload was contracted for because of the lack of in house capability to translate rare languages.

MAIL AND MESSAGE DIVISIONPrototype Model Teleprinter.

During the period covered by this report a new prototype model teleprinter was tested in the Message Center (Atch 1). The original plans were to replace existing equipment with the new teleprinter at the earliest possible date (Atch 2). Request for installation was approved and a target date of 15 April 1965 was projected by the Manufacturer (Western Union) for installation. The new printer when installed will provide a maximum receiving capability of nine hundred (900) words per minute versus present capability of six hundred (600) words per minute (Atch 1).

New Filing Equipment.

Resulting from an analysis and study of work methods, work distribution, and procedures, new filing equipment was obtained for installation in January 1965. The new equipment will reduce the time and effort now spent in filing and research.

082 IBM Card Sorter.

An 082 IBM Card Sorter was rented and installed in October 1964. The Sorter was requested to eliminate the necessity for filing the IBM Assignment (Locator) Cards which, with our current daily volume of messages, was beginning to be an

expensive, time consuming task. With the new equipment all IBM Cards are automatically sorted and placed in numerical sequence on an hourly basis. This increases our reference capability to the Air Staff. Additionally, twelve (12) manhours per twenty-four (24) hour day were gained and utilized in other areas of message processing.

Comparative Message Figures.

Comparative figures for messages received and dispatched by the Branch were as follows:

	<u>1963</u>		<u>1964</u>	
	<u>INCOMING</u>	<u>OUTGOING</u>	<u>INCOMING</u>	<u>OUTGOING</u>
July	39,723	8,675	46,380	8,594
August	41,036	8,114	52,784	8,229
September	37,294	7,434	50,326	8,821
October	46,853	9,455	52,933	9,398
November	37,349	6,648	48,863	7,691
December	<u>35,312</u>	<u>6,203</u>	<u>48,134</u>	<u>8,692</u>
TOTAL	237,567	46,529	299,420	51,423

Mail Branch.

USAF Headquarters Pamphlets. In August 1964, the responsibility of maintaining the stock-record-level for all USAF Headquarters Pamphlets was transferred from Publications



Section, Bolling AFB, to this Branch. This action consists of: Storing, keeping accountability records, checking with the OPR's as to currency, and reordering depleted stock from the printers. This action has added to the inventory and workload of the Counter Service Section. The acceptance of this responsibility was accomplished without an increase of manpower or office space.

Volume of Mail.

The volume of mail handled by this Branch has steadily increased. Approximately 6,873,600 pieces were handled during this period with an average of 62,033 pieces per day. The daily average of weight was approximately 14,496 pounds per day.

Document Security Branch.

Security and TDY. During this reporting period a total of three inventories and security inspections were conducted. A total of three TDY trips were made to AJCC in connection with security inspections and/or inventories.

The TOP SECRET Control Section handled, during this period, a total of 157 TOP SECRET documents, 12,000 Nicknames and 599 Code Words and their related meanings. The Roster of TOP SECRET /COSMIC/SEATO/CENTO was published and issued monthly during this period. The USAF Sub-Registry processed in and out a total of

4, 803 NATO documents, 226 CENTO documents and 235 SEATO documents. Approximately 350 NATO/SEATO/CENTO documents were destroyed during this period. The Document Security Field Extension (AJCC) received 1,782 new documents, posted 61,115 changes.

FOR OFFICIAL USE ONLY  
(AFR 11-30)

2044 Communications Squadron (AFCC)  
Pentagon, Washington 25, D.C.

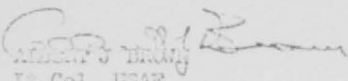
CR

30 Oct 64

Model 28 Teleprinter Form Feed-Out Technique

2045 Comm Group (IC)  
Eastern Comm Region (TCOR)  
AFCS (CSCCIT)  
(IN TCR)

1. Reference letter this organization, 28 May 1964, subject as above. Testing of the apparatus was completed on 30 October 1964 and in compliance with the 2045 Comm Group 9th Endorsement to the basic letter referenced above, a Final Test Report is forwarded herewith as Attachment #1.
2. This organization and the 1st USAF Air Staff Message Branch concur with the report and recommend that the project be implemented.
3. There is a possibility that the apparatus could have wide application within the USAF.

  
ALBERT S. BROWN  
Lt Col, USAF  
Commander

1 Atch  
Cy Final Test Rept,  
WU FFO Technique, 30Oct64

Atch  
1

FOR OFFICIAL USE ONLY  
(AFR 11-30)

ATCH #1

30 October 1964

FINAL TEST REPORT

1. IDENTIFICATION:

- a. Manufacturer: Western Union Telegraph Company
- b. Equipment: Prototype Model 23 Form Feed-Out Apparatus
- c. Organization: 2044 Communications Squadron, Fort Myer (S/A), Virginia.
- d. Manager: Mr Alfred G Allen, Communications Center Section (2000), OX77095
- e. Dates: 20 October - 30 October 1964

2. DESCRIPTION OF ARTICLES:

a. Technical Specifications:

(1) Permits a torn-tape technique of transmission from the ComCenter (Room 40900, The Pentagon), via 80 Pony Circuits, into M-23 RO Printers in the HQUSAF Air Staff Message Branch (SMB), five floors away, in Room 401002, The Pentagon.

(2) A standard M-23 RO Printer in SMB modified with a Form Feed mechanism to sprocket feed 8x12" multilith (master) reproduction fanfold paper which is perforated horizontally at 12" intervals, reacts to stunt-box programming within itself and to solid-state electronic mechanisms at the sending position to:

- (a) Assure 20 lines of message heading or text per master.
- (b) Ignore extra line feeds wherever they appear.
- (c) Advance master form automatically so as to "home" printing mechanism of the RO Printer to a precise pre-determined point on each master, thereby balancing printed information when 20 lines are typed.
- (d) Cause proper automatic printer feeding and proper "homing" to the next master when the last page of a given message consists of less than 20 lines, and upon detection of the 4Ms in the ROM.
- (e) Accomplish all of the above functions without the assistance of either the sending or the receiving operator.

(3) A more separation of the masters makes the message portions ready for administrative routing and reproduction. Decipherable garbles, as is now the case, are corrected by keyboard inputs by the ComCenter during transmission, reducing to one-run the overall run-off action from ComCenter receipt to the matting (master) action.

b. Associated Equipment:

(1) A WU Prototype 12070-A Form Tape Operating Table (housing a LMD TD, a 7991.1-A Number Machine, necessary 1211-point alphabetic mechanisms for counting and storing end-of-line, BOL, functions, and a status/control panel for "tape idle over" during keyboard-correction action and manual form-feeding if necessary, etc.), comprise the sending unit. For use test, the 12070-A table is inter-connected with the send keyboard and printer and the Stella CMA-1 Unit, using a normal traffic channel, SEM-C. Note: The Stella is not a part of the apparatus, but is used to protect non-secured channels. This configuration permits alternate sending from the normal SEM-C LMD TD (and 7991.1-A table) in the event of outage or malfunction on any part of the Form Feed-Out Apparatus.

(2) One of either table drive the SEM RO Form Feed-Out Printer, as well as the original SEM-C Printer which is in series with the former.

3. PURPOSE OF THE EVALUATION: To determine the apparatus' reliability in performing the functions mentioned in paragraphs 2a(2)(a) through (c) above.

4. EVALUATION OBJECTIVES: Same as 3.

5. DESIREABLE DELIVERY:

a. Receipt: Delivery effected by truck transport and equipment arrived in excellent condition.

b. Instruction material: The simplicity of the operation negated need for more than brief verbal instructions which were combined with a demonstration given by the installer, Mr Roy K Lewis, Jr. However, Mr Lewis did further supply the project officer with adequate step-by-step techniques for operating. Mr Lewis further adequately briefed all WU maintainers and supplied them with pertinent technical materials and adequate spare parts for servicing.

6. IMPLEMENTATION ACTIONS AND ISSUES:

a. Installation: Commenced 19 October; concluded 20 October.

(1) Method and Place: Refer to paragraph 4b(1) and (2) above.

(2) Problems: No actual installation problems were encountered. However, during the development of specifications, it was not realized by the 1204th that an LMD, versus an LMD, TD would be required; hence difficulties of effecting on-line corrections with a stored character in the LMD were not considered. Also, full consideration was not given to the fact that some tape preparers still break the CR and LF sequence at the BOLs with such foreign characters as MTRB, which initially caused overlining on the RO Form Feed-Out Printer in SEM. Therefore, the following on-the-spot re-engineering was done:

(a) The STOP SEND switch which is designed to light when a toggle switch atop the RO Printer is operated and the LMD TD is halted, was further used to idle over bad portions in the tape and cancel out the stored character.

(b) The "stunt-box" in the NO Form Feed-Out Printer was programmed so that a direct sequence of CR and LF was not necessary; intervening characters or machine functions do not affect the NOL count. Registration of a CR is made and a complete NOL is not considered until the LF is registered.

b. Initial Run-In: Following the re-engineering mentioned in paragraphs 6a(2)(a) and (b) above, only a very occasional (unpatterned) overlining condition existed on the two printers in SIB, but not on the ComCenter printer. Initially this was thought to be caused by a reflection of EC supplied by the ComCenter Technical Control, as a result of driving two printers in SIB. However, further analysis by WU maintainers disclosed that a bad relay in the TCB-A table was the cause. Otherwise, the apparatus reacted without malfunction from the initial activation.

c. Message Hand: Using "live" traffic, normal message transmissions were effected over the apparatus and existing (used) sending and receiving techniques were used. The normal sending (position) capability was retained, as before indicated. Since the apparatus' prime function is to provide standard-size pages, non-paged messages and messages with lengthy headings, which are normally separated with NIBs by the ComCenter by keyboard insertion action after each 30 lines, were the message types primarily used for the test. However, all types of Uclac and Uclac INFO messages were used in significant quantity. SIB made immediate use of the Form Feed-Out Meters, in lieu of the continuous roll master paper, and have continued their use throughout with only favorable comment from the Air Staff readers. It is worthy of note that the printing head in the Form Feed-Out NO Printer uses a style of type without frills, enabling 60 characters per line which is compatible with AUCODIN transmissions. This was praised as being a sharper and easier-to-read print.

d. Endurance Capability: Since the apparatus' activation, a total of 5,300 "master" forms have been successfully fed by it, involving 2010 messages. Practice "holding" to new master forms has been unflinching. Moreover, reduction of manual paper, of long non-paged messages and messages with long headings, by the ComCenter has allowed for an average daily increase of approximately 33 such messages for single-channel output; and the elimination of cutting and splicing of continuous multi-line master paper has cut SIB's handling time in half on all message types.

e. Reliability: No breakdowns and no adjustments during the test period.

f. Operational Suitability: The apparatus is extremely well-fitted to our present continuing message delivery system from the ComCenter to SIB. It is the considered opinion of the ComCenter and SIB that the apparatus will reduce in-station handling time on Uclac messages 20% in the ComCenter and 30% in SIB. Although teletype equipment is not now used for the delivery of classified messages, but pneumatic tubes are, the use of a Form Feed-Out Apparatus on each of three "additional" circuits, permitting separate channels for CONFIDENTIAL and for SECRET and a channel for overflow for either classification or for use during outage, would reduce in-station handling time by 30% in the ComCenter and 45% in SIB. The concept here would be to fill one NO Printer with pre-printed

Confidential masters; another with Secret masters, and effect security classification segregation from the ComCenter. Top Secret and SECRET would still flow to SSB via tube. The current overall output to SSB, via tube and circuitry, averages 1379 per day, Monday through Friday, based on a recent study for 19 thru 23 October 1964. A breakdown by classification is as follows: Unclassified 607; Unclassified INFO 171; Confidential 159; Secret 22; Top Secret and SECRET 19.

c. Comments: There are no other known teletype equipments with which to compare this apparatus. However, the operating speed of the apparatus is limited to 100 words per minute by the printer and the speed of one unit is insignificant in comparison with computer-type print-out printers. But a separate unit on each of the four existing circuits to SSB and a separate unit on each of three additional circuits for the passage of classified traffic, in conjunction with WU-25 to also be added, possible output speed would be 700 words per minute, which is considered adequate since the input, regardless of speed of input to the ComCenter, would still span a 24-hour period. Hence, 700 words per minute input to this is considered necessary to meet their reproduction requirements, because of required use of pre-printed mats, as well as adequate speed.

#### 7. ADMINISTRATIVE IMPACT:

a. Classification Changes: No additional personnel would be required; in fact, with the addition of the three additional circuits, and pertinent teletype and securing equipment (WU-25s), it is noted that current SSB personnel requirements of 100 spaces could be reduced to 167 spaces. These figures were supplied by SSB and they were not coordinated with Hq USAF AFMS. However, implementation of this project would require 1 additional 300MB, resulting in an overall gain of 3 spaces, as well as a vastly improved delivery system.

b. Training Required: All personnel in SSB and the ComCenter were given approximately 30 minutes of classroom training and 10 minutes practical training, which was proved adequate. No further training is required, except for new arrivals.

c. Publications Needed: None are required for operating and administrative personnel. Technical manuals needed for repair have already been supplied to the WU Maintainer.

d. Logistic Support: The majority of "hardware" items used for the apparatus are "shelf" items, which are alleged to be in adequate supply. No spare parts or replacements were made of the "software" materials; hence the rate of replacement parts for this portion is unknown.

e. Other: No comments.

8. CONCLUSIONS: The apparatus is considered to be extremely reliable and particularly effective as a time-saver in the passage of messages between any locations where a delivery system of the type used between this ComCenter and SSB is in being, or could be established, whether it be a low or a high volume type terminal.



9. FORM FEED-OUT APPARATUS:

a. The Form Feed-Out Apparatus is acceptable as is, with the following exceptions.

(1) Currently, the apparatus uses 3 pairs for each half-only channel. The two additional pairs are needed for the passage of controlling signals between the 18 printer and the sending unit. Under this concept, while this poses no major problem on non-document channels, to ensure a given channel a separate 18F-20 would be needed for each pair.

(2) The 18079-A Form Feed & Landing Table, housing the 18, Paper Machine and solid-state materials for the operations, is a separate unit, necessitating additional floor space at the sending position. While the solid-state portion could be rotated, with one table for each unit, even under a rotated configuration, additional floor space necessary could pose a problem.

b. Therefore, it is recommended that:

(1) Four such apparatuses be approved for immediate use on existing circuitry to 18F, and further engineering is done to permit this apparatus to be used without the requirement for additional synchronous equipment.

(2) All features of the 7004-A table be retained, and the solid-state materials be incorporated into that table, along with the 18080 and the 7004-A Paper Machine. The latter would replace the 18080 and 7014 Paper Machine of the 7004-A table, respectively.

10. 40 LINE PAGING:

a. At present 18F and the Air Staff are studying the possibility of using 40 lines as opposed to 20 lines per unit.

b. U.S. 18F has already received the concurrence of all three military services, Canada and the United Kingdom to commence 40-line teletype paging beginning with the DTG. The only part of this proposed (allied) format change remaining unresolved relates to Crypto Part. However, a U.S. compromise position on Crypto Part handling has been developed and preliminary discussions indicate acceptance. Moreover, indications are that this type format for teletype paging may be instituted between 90 days and 6 months.

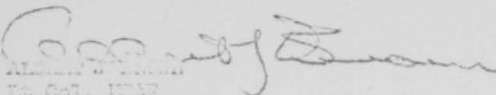
c. Therefore, reference "a" above, re-engineering of the apparatus to accommodate 40 line paging may be necessary. Under this concept, and in conjunction with the conditions mentioned in 10b above, form-feeding would have to occur on every other set of 40's to ensure 40 lines per unit. In addition, the apparatus would have to count 40 lines of non-paged messages and automatically page. If, on the other hand, 20-line paging is retained by 18F and the teletype paging format is changed to start the count from the DTG, then the apparatus would have to page on every set of 40's, as well as count for 20 line and page on non-paged messages which are significant in number.



FOR OFFICIAL USE ONLY  
(AFR 11-30)

d. The Hqs USAF Air Staff Message Branch fully concurs in this Final Test Report.

12. REPRODUCTION OF APPARATUS: The Air Staff Message Branch has ordered 150,000 units and is desirous of retaining the Prototype Form Feed-Out Apparatus for an indefinite period.

  
Alexander S. Brown  
Lt Col, USAF  
Commander

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.



REPLY TO  
ATTN OF: AFDASFA

6 November 64

SUBJECT: Request for Procurement and Installation of Model 28 Teleprinter  
Form Feed-Out Apparatus

TO: Chief, Mail and Message Division, Directorate of Administrative Services

1. This office, in coordination with the Headquarters USAF Communications Center, 2044th Communications Squadron, recently completed testing a new prototype Model 28 Teleprinter Form Feed-Out Apparatus. A description of the printer, test results, and its performance capabilities is contained in attachment #1.

2. In order that all concerned may better understand the immeasurable assistance and increased service capability the new printer (if installed) would provide; limited comparison of our current facility versus requested facility is outlined below.

a. Current Facility.

(1) Unclassified Messages - These messages are received over four unclassified circuits direct from the Headquarters USAF Communications Center. Circuits terminate in this office where four (4) Model 28 receive only Teleprinters are installed. The unclassified tapes are fed through send positions in the Communications Center and printed out on continuous multilith rolls on the four printers in this office. Upon receipt, messages require editing, cutting and splicing to facilitate preparation for reproduction on multilith off-set presses.

(2) ~~EFTO~~ EFTO - Received and processed in the same manner as unclassified (with KW 26 security equipment).

(3) Classified - Here it is necessary for the Communications Center to pass the message tape, and teleprinter copy to this office through pneumatic tube. When received, tapes and copies are removed, receipted for, edited, and tapes run on one of the six run-off positions (Model 28 KSR teleprinters, with side-mounted transmitter-distributors) installed in this office to facilitate reproduction. There are many time-taking steps involved in this procedure, i.e., constant editing, changing pages in printers, administrative difficulty in correcting garbles, etc. The majority of these steps will be removed with the installation of the new printer.

b. Requested facility.

(1) Unclassified Messages - They will be received on pre-printed paged masters, ready for separation, routing and reproduction.



(2) EFTO - With the assistance of the KW 26 equipment, the procedure will be the same as (1) above.

(3) Classified - Here is where tremendous time and effort will be saved. With the assistance of the KW 26 and the Form Feed-Out Apparatus, classified messages will be received and processed in the same manner as unclassified messages.

(4) Retain for an unspecified time, one (1) run-off position (Model 28 KSR Teleprinter).

3. In paragraph 6f, attachment #1, it was stated that Top Secret and SPECAT (Special Category Messages) would still require utilization of the pneumatic tube service for delivery. Since publication of attachment #1, we have been informed by the 2044th Communications Squadron that through utilization of the KW 26 these messages may now be forwarded over circuitry in the same manner as the unclassified and EFTO traffic. During each crisis of international proportions, the Top Secret volume increased significantly. The majority of these messages fell within the high precedence category requiring fastest handling possible. Use of a ready-to-process master, as supplied by the Communications Center through the apparatus will eliminate present delaying manual techniques of rerunning tapes received from the Communications Center via pneumatic tube.

4. In view of the foregoing and the information contained in attachment #1, request that items listed below be provided this Branch at the earliest possible date:

a. Nine (9) Model 28 Form Feed-Out Apparatus (includes the test model already in place). The Apparatus; to be equipped with 80 Characters per line capability.

b. Four (4) new classified circuits to provide for classified transmission.

c. Four (4) KW 26's to protect classified transmission over the four requested circuits.

5. Monthly equipment cost for the new facility will approximate \$1045.00 monthly as compared to current cost of \$712.00 monthly. The majority of the added cost will be absorbed in the reduced cost of reproduceable masters. However, the real value is reflected in the increased service potential the new equipment will provide, i.e., the average processing time for a message will be reduced by approximately 45 minutes.

6. Another fact I submit in justification for the new printer is that of the steady increase in message volume. In 1962, the monthly average was 45,697; in 1963, 48,444 and in the ten (10) months of 1964 the average is 56,070. This reflects an average increase of 10,373 over

the past 34 months. The new printer will enable the Branch to step up production and meet the increased volume without further minimizing service to the Staff.

7. Since we desire to retain one (1) run-off position (Model 28 KSR Teleprinter) along with the nine (9) new Model 28 Teleprinter Form Feed-Out Apparatuses, we will be maintaining ten (10) stations as compared to the eleven (11) stations (6 Model 28 KSR Teleprinters, 5 Model 28 Receive Only Teleprinters) now in operation.

*Dale K. Milliman*  
DALE K. MILLIMAN  
Major, USAF  
Chief, Staff Message Branch

1 Atch  
Ltr 2044th Comm Sq, 30 Oct 64 (3 cys)

1st Ind (AFDASF)

10 Nov 64

TO: AFDAS

Recommend approval.

*Roger W. Garrison*  
ROGER W. GARRISON  
Lt Colonel, USAF  
Chief, Mail and Message Division

1 Atch  
n/c

2nd Ind (AFDAS)

TO: AFOCC

Recommend approval.

R. J. PUGH  
Colonel, USAF  
Director of Administrative Services

1 Atch  
n/c

## CHAPTER 5

PUBLISHING DIVISIONDOD Survey of Printing and Publications.

This Division's History of 1 January - 30 June 1964, reported that a comprehensive survey of all printing and publications activities within the DOD was completed on 4 May 1964. On 1 December 1964, the Assistant Secretary of Defense for Administration asked the Air Force for an assessment of advantages and disadvantages of assigning a consolidated Defense Publications Organization (DPO) under the following alternatives:

1. Alternative 1: Management by a Single Military Department -- Establishment of a Defense Printing and Publications Service (DPPS) and assignment of the DPPS to a single military department.
2. Alternative 2: Management by Defense Supply Agency -- Same as Alternative 1 except that assignment would be to DSA.
3. Alternative 3: Management by an Independent Agency -- Same as Alternatives 1 and 2 except that the DPPS would report directly to the Secretary of Defense as an independent agency (essentially the Staff Report recommendation).

After careful consideration of the aforementioned alternatives and in addition, a thorough re-evaluation of the Project Staff

Report of May 1964, this office again recommended:

1. That an organization should be established at OSD level to provide guidance across the publications and printing operations of the DOD, and to give centralized direction to the Departments so that efficiency and economy be more rapidly obtained.

2. That the basic operations involved in the publications and printing functions should be maintained by the military departments.

Advance in Printing Technology.

1 Jan - 30 June 1964's History stated that on 3 March 1964, the Congressional Joint Committee on Printing (CJCP) authorized the Air Force to procure the Lexical-Graphical Composer-Printer (LGCP). During November 1964 the Air Force issued a contract for the manufacture of a high speed photocomposing system and related support. Under the terms of the \$4 million contract the system will be provided by the Mergenthaler Linotype Co. in cooperation with CBS Laboratories, the Research and Development Division of the Columbia Broadcasting System Inc. It is scheduled to be operational at Wright-Patterson AFB in July 1967.

Publications Distribution Center Move to Middle River,  
Maryland.

The movement of all stocks of publications and forms and records from the Washington Distribution Center to the Baltimore Center was completed on 26 August 1964. The last of the Government Furnished Equipment (GFE) was moved on 2 September 1964. Overall, approximately 6,000 tons of material were moved.

The new contractor, Hayes International Corporation, is not yet completely effective. He has had difficulty furnishing this Division with management data required to effectively manage the reprint program. In addition, the contractor has not yet geared to provide an adequate response to requisitions from the Publication Distribution Offices. The normal backlog of requisitions in the Center is approximately 25,000, while the 9 October 1964 figure stood at 108,759 and the 28 December 1964 figure was 141,535.

It is recognized that the new contractor was plagued by several factors, such as: a) problems in EDP programming; b) delays in installing materials, handling equipment; c) un-serviceable (GFE) Government Furnished Equipment and d) seemingly stringent contract limitations.

AFLC, at our urging, is working with the new contractor in an effort to resolve operating problems. They have made amendments to the contract to correct current deficiencies.

Budget and Fiscal Management.

The budget authorization of \$14,421,000 for Departmental Printing for FY 1965 was reduced twice during the first half of the fiscal year. The present authorization of \$14,003,000 reflects the results of OSD reviews of the FY 1966 Budget estimates. Cuts were based on force reduction and prior obligation rate. Obligations for the first half of the fiscal year were \$5,023,000, the lowest for several years.

Item by item detail included in the FY 1966 Budget Estimate was prepared for presentation to OSD in conjunction with their request during the FY 1966 Budget review. As a result of their reviews, the subject/issue limitation on printing was clarified to exclude Welfare and Morale Supplies and Commercial Technical Publications. This means all printing and reproduction and reproducible copy of technical data funded from the Operation and Maintenance appropriation are under an OSD ceiling.



MILITARY PERSONNEL RECORDS DIVISIONAirmen Status Analysis Branch.

21 October 1964, at the request of the Amarillo Technical Training Center, the Airmen Status Analysis Branch completed and forwarded to them the following project report.

On 3,393 retrainees, restored to duty since the Center's inception, information was provided on: rank, organization and station of airmen still serving; and character of service, type of discharge and authorizing directive for discharged personnel. The statistics were needed to help Amarillo in determining the number of the airmen, restored to duty, who continue to serve purposeful lives and could be considered completely salvaged.

It took approximately 90 days to extract this information from the airmen's records at the Military Personnel Records Center, St. Louis, Missouri, and the Airmen Records Annex, Randolph AFB, Texas.

Micro-Forming and Automation.

This project, previously covered in past historical reports is well underway. During October 1964, the first steps in the first phase of the project were completed. The first phase included a survey and study of the procedures of all master personnel records users and a determination of the documents they use and the information specifically referred to within the document.

The AFDASEH, Airmen Records Annex and Airmen AFPMP records using agencies at Randolph AFB, Texas, were surveyed and necessary forms and flow charts completed to map these actions. This was considered as both training and productive work for the Project Team members.

Approximately 100 persons representing all the military services, DOD Bureau of the Budget, and GSA attended a briefing sponsored by the Office of the Deputy of the Assistant Secretary of Defense (Military Personnel Policy) on 15 October 1964. The purpose of this briefing was to acquaint all the military services with the AF progress on the Micro-Form Project. Interest in the subject was initially stimulated by a letter from GSA to DOD suggesting more standardization in military personnel records systems. AFL 35-100, Personnel Data Systems Projects, dated 24 Sept 64, rescinded AFL 34-122, which outlined the design concept and the specific project objectives.

Lt General Jack G. Merrell, DCS/C, and Major General William E. Kieffer, Asst DCS/P, were briefed on the project. Both indicated enthusiastic support.

PRESENTATION DIVISION

Reorganizing the Presentation Division by consolidating all Administrative Functions of the Division into a centralized Support Unit has proven very successful. During December and January, the Division had a 23% increase in production. This amounted to more than 1,000 additional items produced over the same period a year ago.

Projects processed since 30 June 1964 are as follows:

- (1) The Directed Studies Summary - AFCVD - to be published monthly, beginning in November, 1964, carries a classification of SECRET. The Study Group is directed by Major General John S. Samuel.
- (2) The Monthly Status Review - A monthly production of approximately 85 - 100 vuegraphs. This is a monthly review directed by Lt General Thomas P Cerrity, DCS/Systems & Logistics, USAF.
- (3) SCOPE - A monthly report to AFAAF Council.
- (4) The Chief of Staff Overseas Staff Visit Program - A package to be completed every two months, with the first one produced in October 1964, is a completed presentation kit which will vary in size and content and includes text, and graphic aids.

Graphic Arts Branch.

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The Graphic Arts Branch showed a marked increase in production, due largely to the approximately 750-35 mm slides prepared in support of the FY 1965 Military Posture Hearings.

Another contributing factor to the increased production from this Branch has been the overview of Designated Systems directed by the Designated Systems Management Group. This project required development of a universal design, which will be accepted as a standard for other Designated System Overview briefings.

Special Projects.

During the past six months special projects have included the following:

1. A movie script for Mrs Curtis E. LeMay in connection with the promotion of Air Force Village Foundation, a 30-minute film.
2. A special display for Overseas United Givers Fund, prepared for the Secretary of the Air Force.
3. The painting of a portrait of General William F. McKee, to be used in connection with his retirement ceremonies.
4. The design, artwork, construction and installation of the Air Force Art Exhibit on the Concourse.

Presentations Branch.

This Branch showed an enlargement in the scope, breadth and length of its presentations during this reporting period. The following brief listing illustrates the trend:

1. Projects in behalf of DOD persons; e.g., a speech for Major General Dwight O. Monteith, Senior Air Force member, Weapons Systems Evaluation Group, DDR&E. An one-hour lecture, with vuegraph slides was prepared for Colonel A.J. Wetzel of the Directorate of Defense Research and Engineering, OSD, which will also serve as a standard briefing on strategic weapons systems for the Air Force Directorate of Operational Requirements. The Project was borrowed by Brigadier General Howard E. Kreidler, USAF, Commander of the 1608th Air Transport Wing, MATS, at Charleston Air Force Base, South Carolina for a presentation to a group of Naval officers in the Polaris Program.

SERVICES DIVISIONMission and Functions.

Personnel Security Clearance. In November the Personnel Security Clearance Section of the Security Branch was separated from the Division and placed directly under the Director of Administrative Services as the Personnel Security Group. The Deputy Chief, Security Branch became the Chief, Security Branch which now is responsible for only Physical Security within the Headquarters.

Pentagon Space Adjustment Program. A space adjustment program involving the Colemont Building, Temporary Building 8, the Vanguard Building, the Munitions Building, and the Pentagon, approved by the Assistant Vice Chief of Staff in June 1964, was completed by 1 January 1965. The adjustment, involving re-locating 238 personnel between buildings, included the following moves:

<u>Unit</u>	<u>From</u>	<u>To</u>
USAF Aid Society	Munitions Bldg	Tempo 8, Bldg
MIPR Liaison Office	Munitions Bldg	Vanguard Bldg
Mortuary Affairs Branch	Munitions Bldg	Vanguard Bldg

<u>Unit</u>	<u>From</u>	<u>To</u>
Industrial Security Review Board	Munitions Bldg	Vanguard Bldg
Historical Liaison Office	Munitions Bldg	Colemont Bldg
Aeronautical Standards Group	Munitions Bldg	Colemont Bldg
Patents Division, AFJAG	Munitions Bldg	Colemont Bldg
Translation & Terminology, AFDAS	Pentagon	Pixie Bldg
Director of Accounting & Finance	Pentagon	Munitions Bldg
Director of Transportation	Pentagon	Munitions Bldg

A total of 16,242 square feet of Pentagon space was vacated by the moves listed above. This space was allocated as follows:

<u>Unit</u>	<u>Amount in Square Feet</u>
Director of Plans	2,679
Directed Studies Group	2,575
Director of Aerospace Programs	924
Director of Operations	3,127
Director of Budget	1,857
Director of Development Planning	579
Director of Status Analysis	597
Data Services Center	2,948
Inspector General	772

Physical Security. The Security Branch was monitoring 266 intrusion detection alarm systems on 31 December 1964. This total represents 176 systems in Hq USAF, and Office, Secretary of the Air Force; 24 in the Office, Secretary of Defense; 61 in the Defense Intelligence Agency; and 5 in the Joint Chiefs of Staff area. The average monthly rental is \$4,481.83.

Security Incidents. There were 121 security incidents in Calendar Year 1964 as compared to 140 in Calendar Year 1963.



PERSONNEL SECURITY GROUPPersonnel Security Group Established.

The Personnel Security Group (AFDASI) was established on 18 November 1964 by verbal order of the Secretary of the Air Force to operate the Air Force Personnel Security Program in the executive portion of the Department of the Air Force, including the Office of the Secretary of the Air Force and Air Staff offices in the Metropolitan Washington area.

Special Personnel Security Projects.

Administrative processing on six separate personnel security projects directed by the Secretary of the Air Force was completed. These were: (1) Project BLUE LINE - an updating or initiation of a background investigation for all USAF personnel assigned to Presidential activities at the White House. (2) Project HIGH HILL - an updating of all background investigations of Colonels being considered for promotion. (3) Processed all members of the 9999th Air Reserve Squadron for a background investigation. (4) New background investigations were processed for all mobilization assignees in the Office of Aerospace Research. (5) All mobilization assignees of the Air Force Accounting and Finance Center were similarly

processed. (6) All Directors in the Air Staff and all Major Air Commanders were also processed for an updated background investigation by this office.

Special Intelligence Clearance Processing.

Responsibility was assigned for initiating Special Intelligence clearance processing under USAFINTEL 201-1 on any individual assigned to the departmental headquarters. This new procedure has received favorable response in Air Staff offices and the Office of the Secretary of the Air Force, eliminated duplication and greatly improved the administration of security.

Special Personnel Security Review.

A special personnel security review of all background investigations on military and civilian personnel assigned or attached to the Office of the Secretary of the Air Force was completed. The background investigation of each person was updated and is now less than five years old. As a direct result of this project, the Secretary of the Air Force forwarded a Memorandum to the Chief of Staff, USAF, on 24 August 1964, expressing his personal appreciation for these outstanding security services. He noted an improvement in all aspects of the security of his office and the offices of key

members of his staff (see atch 1).

Secretarial Briefing.

An oral briefing was presented to the Secretary of the Air Force on 26 October 1964 concerning the administration of the personnel security review function in the departmental headquarters. One result of this briefing: The Secretary sent a Memorandum to the Vice Chief of Staff on 27 October 1964, stating that he considered the efforts of the Personnel Security Group to be outstanding with limited resources (see atch 2).

Ultra Sensitive Position Program.

The Personnel Security Group now functions as the office of primary responsibility for the Ultra Sensitive Position Program. The Assistant Chief of Staff, Intelligence has concurred with the concept of a "single manager" for this program within the departmental headquarters. At present 455 positions have been identified as ultra sensitive. 439 of these positions have incumbents. Change A to HOI 205-50, Personnel Investigations, Security Clearances and Access Authorizations, dated 4 March 1963, has been published. This in-

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1. Memo for Chief of Staff, USAF, fr:Secretary Zuckert, 24 Aug 64.
  2. Memo for the Vice Chief of Staff fr:Secretary Zuckert, 27 Oct 64.

struction establishes policy and delineates the responsibilities and procedures for the Ultra-Sensitive Position Program.

Departmental Headquarters Personnel Security Actions.

	<u>Cases Opened</u>	<u>Cases Closed</u>
July - December 1964	1981	2086
July - December 1963	2069	1767

These statistics represent a composite of (a) civilian pre-appointment cases, (b) civilians currently employed where there have been changes in the sensitivity of positions, and (c) military clearances. Included among the totals given above were: One colonel who retired after undergoing extensive tests as a patient at Andrews AFB Hospital. (Special investigation had been conducted on Subject in July). One civilian who was removed from Federal employment for suitability reasons, by direction of the Civil Service Commission.

Special Clearances.

Necessary action was taken at the personal request of the Secretary of the Air Force, under Executive Order 10501 as amended, to establish trustworthiness of the following:

22 individuals nominated for membership on the Air University Board of Visitors.

9 individuals to research classified Air Force records at Aerospace Studies Institute, Maxwell AFB, Alabama, for proposed books, magazine articles, theses and dissertations.

9 faculty members of Boston University, working on projects for the Secretary of the Air Force, Office of Information, Academy Detachment, Boston University School of Public Relations and Communications.

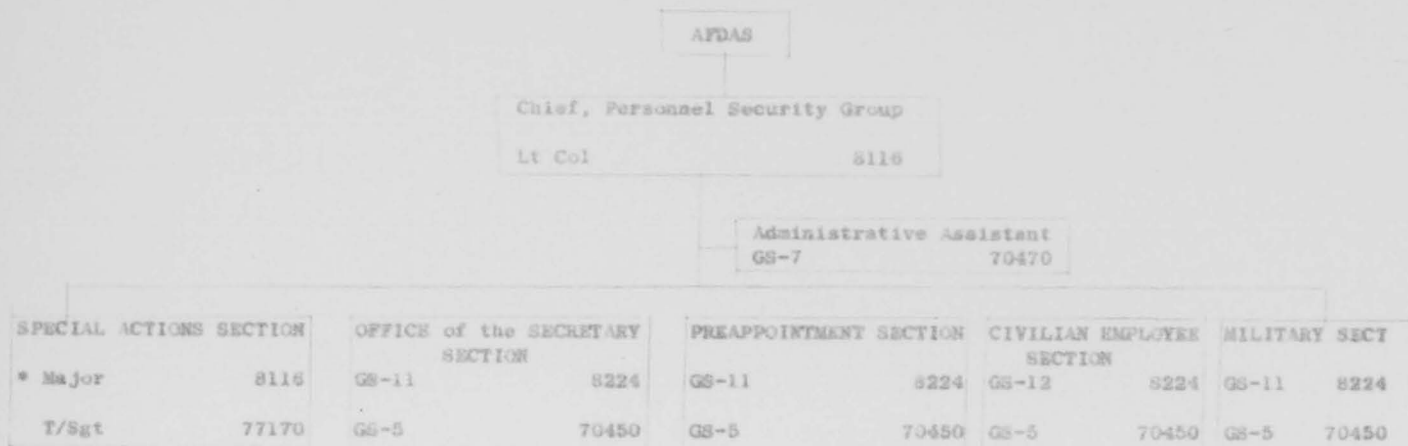
1 individual detailed to the Assistant for Mutual Security for a two-year period, from the United States Information Agency (USIA).

1 individual to conduct International studies in overseas areas in connection with the Air Force.

1 name check for an individual of special interest to the Secretary of the Air Force.

TAB  
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ORGANIZATION CHART - PERSONNEL SECURITY GROUP (AFDASI)



\* Additional Duty: Deputy Chief, Personnel Security Group, Directorate of Administrative Services

DEPARTMENT OF THE AIR FORCE

MEMORANDUM

OFFICE OF THE SECRETARY

August 24, 1964

MEMORANDUM FOR CHIEF OF STAFF, USAF

I want to express my appreciation for the security services provided by the Security Branch of the Directorate of Administrative Services. I would like, particularly, to call your attention to the outstanding job being done for the Secretariat by Major Edward A. Petty.

Major Petty was a key figure in the implementation of a new program which involves the updating of background investigations of personnel assigned to the Office of the Secretary. Due in large measure to his efforts, the first phase of the new Personnel Security Program was completed smoothly and expeditiously. His reports are consistently informative, timely and useful. He has instituted measures to improve all aspects of the security of my office and the offices of key members of my staff. His leadership is reflected in the efficiency of the security guards of his Air Police force. They are highly trained, alert and responsive to all of the varied demands and requirements of my office.

Major Petty is to be commended for the highly competent and professional manner in which he and the personnel of the Security Branch have handled our security requirements. Please convey my appreciation to Major Petty for a job well done.

*Eugene M. Guebert*  
Eugene M. Guebert

cc: Vice Chief of Staff

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October 27, 1964

MEMORANDUM FOR THE VICE CHIEF OF STAFF

SUBJECT: Security Branch, AFDA3

Confirming our conversation this morning, I understand you will take immediate steps to remedy the apparent defects in our security review system in this Headquarters.

Without any reflection on Major Petty of the Directorate of Administrative Services, who I am sure is doing an outstanding job, the organization needs to be upgraded in the Headquarters structure and probably needs additional competent personnel to strengthen its functioning.

I would appreciate your letting us know what steps you plan to take in this connection.

Eugene M. Lockert

cc: Chief of Staff  
Mr. Fridga  
Mr. Lang

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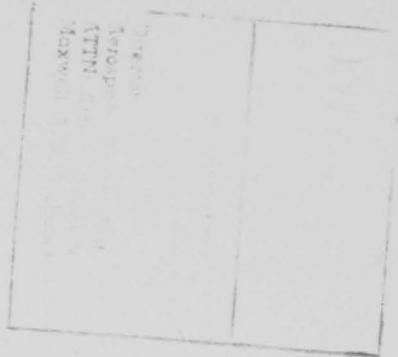
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HISTORY OF  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JANUARY 1965 - 30 JUNE 1965

7-1723-5

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES

1 January 1965 - 30 June 1965

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE

MISS D. R. COLACHICCO

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SECTION I  
ORGANIZATION, FUNCTIONS, AND PERSONNEL

## SECTION I

ORGANIZATION, FUNCTIONS AND PERSONNELFunctions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force.

Key Personnel.

Lt Colonel Rar P. Stewart retired after a little over one year's duty as Executive Officer to the Director of Administrative Services. He was awarded the Legion of Merit on 26 October 1964 and retired in the grade of Colonel on 31 May 1965.

On 21 June 1965, Lt Colonel Newton I. Carpenter was temporarily assigned duty as Executive Officer. He replaced Colonel Stewart until the arrival of Lt Colonel Edward W. Metzger Jr., who will become Executive Officer,AFDAS on 10 August 1965.

SECTION II  
ACTIVITIES

CHAPTER I

POSTAL AND SECURITY COURIER OPERATIONS DIVISION

Southeast Asia.

Much time, effort and manpower was devoted to augmenting and improving postal service in Vietnam during the reporting period. In 1962, the Air Force was tasked with postal support in Southeast Asia. At that time, the military population was less than 2,000 and the Air Force was allocated sufficient technical personnel to do the job. Since that time, with the escalation of hostilities and the requirement for additional troop strengths, postal technician augmentation has not kept abreast with the increase in military population. This office validated each manpower request but it was not until the end of the reporting period that postal service approached a level, meeting our satisfaction. One contributing factor in the improved service was the graduation of 128 airmen from the postal class of the Army AG School at Fort Benjamin Harrison, Indiana. 46 of these were sent to the Pacific Theater during the reporting period raising the total to 145 graduates who have been ordered to that command. A new postal squadron has now been authorized for Saigon.



Reserve Postal Activities.

The two reserve postal groups located in Georgia and California, respectively, continued to improve their posture in every respect. With an 80% manning ceiling imposed, strenuous efforts are being made to permit 100% manning. During the reporting period, the commanders' capability estimates increased from 19% to 30% for the 1st Air Postal Group and 35% to 43% for the 2nd Air Postal Group. Overall officer personnel operationally ready average increased from 78% to 81%. Airman average increased from 18% to 26%. Percent of mobility equipment on hand rose to 73% for the 1st Group and 52% for the 2nd Group. Planners are now preparing a justification to permit overseas training during the FY 67 active duty tour.

Postal Operations.

Over the years, USAF Postal Inspectors have visited Dead Parcel Branches of the Post Office Department (POD), and when permitted by Postmasters, have recovered valuable military property lost in the mails. Due to noncooperation by some Postmasters, it was believed that much larger savings was being negated. Meetings were held at POD and full agreement reached that AF Inspectors would represent all military departments in

recouping astray property of those departments. Postmasters have been directed to cooperate and the dollar value of recovered items is expected to escalate. CY recovery in dollar value was:

1963 - \$28,000; 1964 - \$53,000; First Half 1965 - \$54,000

Postal Transportation.

AF dollar savings in FY 65 through transportation staff actions were substantial. Directed policy changes accounted for \$1.36 million. A windfall occurred when transportation rates were reduced and another savings of \$1.99 million was realized. The causative factors follow:

- a. Mail on certain segments diverted from air carriage to surface transportation: \$.52 million.
- b. Change in logistical parcel marking procedures, reducing airmail costs: \$.35 million.
- c. Placing teams at our CONUS gateways to monitor shipments and downgrade modes of transportation if substituted mode still meets Required Delivery Date: \$.49 million.

Manual compilation of statistics on mail tonnage dispatched over the many worldwide segments proved to be unresponsive

to requirements placed on us for tonnage space allocation and budget data. Research dictated Electrical Account Machines to be the solution. Procurement was initiated on an IBM 632 Electronic Typing Calculator with the needed associate equipment had been delivered to start preparing the numerous card decks required to do the job. Still on the way is an IBM 402 Printer. When complete, the equipment will read punched cards and simultaneously and automatically calculate and type accounting documents and print necessary reports. It will give fast and accurate reporting and has the capacity to absorb increased workloads with no more personnel or cost.

## CHAPTER 2

DOCUMENTATION SYSTEMS DIVISIONStatutory and Regulatory Matters.

Title V, Federal Property and Administrative Procedures Act of 1949. The Bureau of the Budget returned to the Administrator, General Services Administration, for reconsideration the legislation proposed by him to amend Title V of the Federal Property and Administrative Procedures Act of 1949. This proposal and the DoD position on it were discussed in the Division History 1 January - 30 June 1964. The Bureau of the Budget concurred in agency reaction (the DoD position) that the proposal: (a) would improperly refer controversies between the CSA and other executive agencies to the Federal Records Council and to the Legislative Branch; and (b) would impair the authority of the head of an agency to determine retention periods for documents and records as an integral part of the performance of his mission.

Written Communications.

At the end of this reporting period a comprehensive revision of AFM 10-1, Preparing and Processing Written Communications, 1 July 1965, was submitted for printing. Several major and minor

policy and procedural changes were made designed to simplify and expedite the preparation and processing of correspondence and substantially reduce its cost. The principal changes made in the revised manual are summarized below.

a. General Arrangement. The contents of the revised manual were rearranged to clarify and simplify its use. All policies and procedures are discussed in the text, with adjacent illustrations when appropriate, instead of being divided between the text and attachments as in the superseded manual.

b. Indorsement System. The use of indorsements is prohibited except when prescribed by an Air Force directive as a part of a specific procedure or system. This policy change was the result of a study which proved conclusively that indorsements unnecessarily complicated the preparation of communications, cause delays in the action to be taken on them, generate an excessive number of unnecessary copies, and increase the volume of files.

c. IN TURN Addressing. This method of addressing communications was eliminated for the same reasons that the indorsement system was discontinued.

d. AFR 10-2, Processing Written Communications. The policies and procedures for expediting the processing of classified and unclassified communications and the procedures for accounting for SECRET and CONFIDENTIAL documents, prescribed AFR 10-2, were incorporated in the revised AFM 10-1. They were consolidated because the provisions of AFR 10-2 and AFM 10-1 are of concern to the same audience. Also, the regulation contained some policies that pertained to the preparation of communications. The consolidation will eliminate the cost of issuing a separate regulation.

e. Stationery Standards and Uses. The chapter on this subject implements DOD Instruction 5330.2, Specifications for Letterheads Used Within the Department of Defense, 24 August 1964, to the extent that it affects Air Force correspondence practices. This chapter also implements the pertinent provisions of the Federal Property Management Regulations (FPMR) issued by the General Services Administration (GSA), prescribing Government-wide stationery standards and specifications governing blank and printed stationery for official correspondence. The extent of the changes included in the revised AFM 10-1 on this subject are discussed below. These changes are complemented by pertinent printing specifications published in AFR 6-1.

(1) Letterhead Stationery. The format for Air Force letterheads is standardized to meet the DoD specifications.

(2) Manifold (Tissue) Paper. Yellow and white blank, manifold paper are prescribed as the standard, Air Force-wide, for use in making carbon copies.

(a) Yellow was selected for the coordination (record) copy as it will "fast copy" and microfilm better than other colors. It is the color prescribed for the coordination copy by the U.S. Government Correspondence Manual. White is prescribed for all other copies because it is considerably less expensive than colored manifold paper and will serve all purposes as well.

(b) Blank paper is prescribed for the coordination copy in conformance with the GSA FPM Regulation. Printed coordination forms (ladders) are prohibited. There were at least 15 such coordination forms, in a variety of colors and formats, prescribed by command supplements to the superseded AFM 10-1, which will be eliminated as a result of the new policy. In addition to saving the cost of printing and overprinting coordination ladders, delay of action and reaction on staff papers resulting from routinized and unnecessary coordinations is discouraged and eliminated by the use of blank paper. (80) USAF used a printed coordination sheet at one time but discontinued

its use more than ten years ago. Although coordination of staff papers is frequently extensive, reinstatement of the printed coordination copy has not proved necessary.)

f. Form and Guide Letters. Additional techniques and guidelines on the use of these types of communications are provided, to promote greater use of form and guide letters, when they are appropriate.

g. Guidelines For Typists. A new chapter supplies various suggestions and techniques to typists which will increase their job effectiveness and which are frequently not included in their preemployment schooling.

h. Preparing Communications. New policies and procedures governing the preparation of correspondence include:

(1) Reference in SUBJECT Line. The need for an opening sentence for the sole purpose of making a reference to a letter that is being answered will be eliminated in many instances. When a letter refers to a previous letter to or from the addressee on the same subject, a new procedure permits adding a brief reference to the previous letter, in parentheses, immediately following the subject. For example: SUBJECT: Nonreceipt of Registered Mail (TAC (DAME) Ltr, 28 Jun 1965).



(2) Omission of Geographical Location from Address Element on Letters. This policy was previously prescribed for letters addressed to major air commands and other frequently used addresses, when communications were to be consolidated in a mailroom. It has been extended to all letters in instances where no envelopes are required or when addressed envelopes will be used. The geographical location serves no useful purpose to the recipient or for processing the communication except when it is to be mailed in a window envelope. This practice will save typing time and space (two or more typing lines). The idea was the subject of an approved Air Force suggestion which was forwarded to GSA for evaluation on a Government-wide basis.

(3) Typing Attachments. The manual prescribes that attachments will be typed vertically on a page. This will improve the readability of documents since they will not have to be turned from the position of the text of the transmittal letter (a normal book position) to be read.

(4) Paragraphs in Personalized Letters. Paragraphs in these letters will not be numbered. This variation of the standard format prescribed for Air Force letters was made in recognition of the impropriety of the cold and business-like practice of

paragraph numbering in most types of official letters concerning personal and private matters.

(5) North Atlantic Treaty Organization (NATO) Armed Forces Letter. The manual implements Standardization Agreement (STANAG) No. 2066 (Edition No. 2) issued by the Military Agency for Standardization, NATO), which prescribes the format to be used by the NATO Armed Forces for military correspondence. The variations from the standard Air Force letter format are explained in AFM 10-1.

i. New AF Form 74, Communication Status Notice/Request. This new form is prescribed for use in furnishing an interim reply, negative report, follow-up, or notice of referral. It will standardize this type form Air Force-wide and eliminate the AFHQ Form 85, Referral and Status Notice/Request, and 14 similar major air command forms.

j. SF 63, Memorandum of Call. The use of this form is prescribed in the revised AFM 10-1, eliminating the need for a separate regulation -- AFR 11-21, U.S. Government Memorandum of Call, Standard Form 63, 30 March 1955.

k. Format for Reports of Board Proceedings. This format was deleted from the manual. The superseded manual prescribed general guidelines, including a lengthy attachment, for

preparing reports of board proceedings when the format was not prescribed by the appointing authority or directive. It was determined that it would be more appropriate to include it in AFR 11-1, Boards of Officers for Conducting Investigations, 29 Dec 53, which now: (1) prescribes the procedures generally applicable to the conduct of investigations by boards of officers, and (2) contains a cross-reference to AFM 10-1 for the format of the report if another format is not prescribed. AFR 11-1 will then be complete in itself and the need for referring to AFM 10-1 will be eliminated.

#### Documentation Storage and Retrieval.

Seven new documentation storage and retrieval systems using microphotography were approved during the report period, and two were disapproved. Conservation of space and increased ease and speed in retrieval of the information in the records were the primary reasons for the new projects. Three of the projects also provide an economical means for duplicating the records for dissemination to other activities.

#### Fees for Copying, Certifying, and Searching Records.

A revised schedule of fees was issued in a Change A to AFR 11-6, Schedule of Fees for Copying, Certifying, and Searching Records, 28 Jan 64, to implement a change to DoD Instruction 7230.3 dated

19 May 1965. An over-all increase of 24% in the charges was made to reflect increased costs of labor and materials.

Records Management.

Presidential Moratorium on Purchase of Filing Cabinets.

Pursuant to a Presidential directive and General Services Administration FPM Temporary Regulation No. A-2, 15 January 1965 Federal agencies a moratorium on the purchase of filing cabinets, this Division published AFL 181-4, Conservation of Equipment and Space Occupied by Records, 5 February 1965. This letter, which is applicable to all Air Force activities, requires that the records officer certify, on every requisition for filing cabinets, that requirements contained in AFM 181-4, Maintenance of Current Records, 20 Feb 1958 and AFM 181-5, Evaluation and Disposition of Records, 1 July 1963, for efficient maintenance records and prompt and systematic disposition of noncurrent records have been met. AFL 181-4, Conservation of Equipment and Space Occupied by Records, 11 March 1965, further prohibits the procurement of power files or other unconventional filing equipment as a basis for circumventing the moratorium.

To assure that requisitions for power files and other non-standard types of filing equipment are thoroughly justified, Change D to AFM 181-4 was published on 14 May 1965.

Paragraph 33.1 of this change prescribes criteria governing the purchase of such equipment and prohibits its procurement unless these conditions are met and the total savings to be realized over a 3-year period exceed the difference between the cost of standard equipment and power equipment.

To further assure compliance with these provisions, the Table of Allowance governing procurement of motorized filing cabinets (TA-006) was changed to specify that "the requirements of AFM 181-40, 14 May 1963, are met."

Adequacy and Disposition of Engineering Data.

Revised disposal instructions for engineering drawings of weapons systems and related equipment were developed to reduce the volume of records at the USAF Engineering Data Depository. The new criteria (which provides for a maximum retention of the drawings for 12 years after the item is dropped from the inventory) is based upon the statute of limitations for patent infringement suits in the United States Court of Claims. The criteria has been approved by all interested elements of the Air Staff, the Army, the Navy, and the National Archives. The concurrence of the General Accounting Office in the revised disposal instructions was requested on 21 April 1965.

A study of the criteria described above revealed that an exception to the usual method of centralizing engineering data at the USAF Engineering Data Depository was made for C-141 aircraft. Lockheed Aircraft Corporation, under separate contract, is retaining all engineering data on the C-141 in the Lockheed Engineering Data Depository (LEDD). The Air Force purchases copies of the data when required. The Director of Civil Law, has been questioned as to the adequacy and future availability of documentation obtained under the "LEDD concept" in view of the requirement for assuring adequate agency-held documentation imposed upon the Air Force by the Federal Records Act of 1950. Also, that the "LEDD concept" for maintaining engineering data may be extended to other weapons systems.

#### Disposition of Records.

Change C, 15 January 1965, to AFM 161-5, Evaluation and Disposition of Records, disseminated new and revised records disposition procedures and criteria. Also, comprehensive guidelines for calculating records costs and savings for Cost Reduction Program and other purposes were included in this change. Among the most important of the new and revised disposition criteria were simplified retirement instructions for clinical records and a complete revision of research and

development records disposition criteria to better relate the instructions to new and revised DoD and Air Force research and development directives. On 23 June 1965, a Change "E" to AFM 181-3 was issued to revise disposition criteria for records relating to materiel requirements, payment of Air Force reserve components, military leave orders, the historical program, punishment under Article 15 of USMJ, Uniformed Code of Military Justice, and the awards program. Also, this change deleted the requirement to obtain advance authorization to ship records to records centers and added to the definition of "official records," the fact that they are maintained in "offices of record."

HQ USAF/OSAF Records Maintenance and Disposition.

During this report period the following disposition was made of HQ USAF/OSAF noncurrent records:

a. 684 cubic feet were retired from current office space, as follows:

<u>Retired to</u>	<u>Volume Retired (Cubic Feet)</u>
Federal Records Center, GSA Region 3, Alexandria, Va.	675
Military Personnel Records Center St. Louis, Missouri	9
	<hr/> 684

b. Authority was furnished Federal Records Center, GSA Region 3, Alexandria, Virginia, to destroy 564 cubic feet of retired records that were eligible for destruction under records disposition criteria in AFM 181-5.

Semiannual reports were received for the period ending 30 June 1965 from HQ USAF/CSAF Continuity Planning Officers, as required by Attachment 1, BOI 11-12, Planning for Continuity of Essential Functions During Emergencies. The reports indicated that alternate files are current and adequate for the continuity of essential functions during emergencies.

During the latter part of January 1965, this office commenced reviewing all HQ USAF/CSAF supply requisitions for filing equipment in accordance with AFL 181-4, 5 February 1965, which implemented the Presidential moratorium on the purchase of new filing equipment. As a result, requests for 214 security filing cabinets were approved; 19 security filing cabinets were exchanged for condemned security containers; and requests for 170 filing containers, including one mechanized file, were disapproved.



## CHAPTER 3

SUPPORT DIVISIONAir Force Effective Writing Program.

The Clear Communications Letter was changed to a quarterly newsletter "Air Force Writing" and the first two issues were published in February and June with a distribution of 55,000 copies.

Personnel Actions of Unit Personnel Branch.

Reorganization within the Air Staff required the transfer within AFDASCB, Unit Personnel Branch, of 250 records with accompanying record entries and processing of OERs.

- (1) 18 AFDAS mobilization positions confirmed as continuing Wartime Augmentation requirement.
- (2) Reassignment of 2 colonels and 2 majors with AFDAS to 1132d USAFFld Ext Sq (Hq Comd) Bolling Air Force Base, Washington, D.C.
- (3) 228 new officers were assigned to Hq USAF and 362 officers were reassigned PCS to other units.
- (4) 2,661 Officers Effectiveness Reports were processed.
- (5) 96 Hq USAF officers were processed for retirement.
- (6) Processed 5,020 leave requests.
- (7) Made 28, 325 Central Base Personnel transactions.

Orders Branch.

The number of actions accomplished by each category and series of orders during this period is as follows:

Special Orders:

Series AA	(Promotions, reassignments, recall to and release from extended active duty, etc).....	15,402
Series AB	(Retirements, discharges, and resignations, etc).....	918
Series GA	(Hq USAF Organizational actions, awards, unit citations, etc).....	301
Series M	(Appointment of Boards and Committees, investigating officers, Class A & C agent finance officers, etc).....	439
Series TA	(Overseas TDY of military and civilian personnel, blanket, repeated and permissive TDY, invitational travel and transportation authorizations, etc).....	2,981
Series TB	(TDY of military and civilian personnel within the continental U.S.).....	6,969
Reserve Orders	(Short tours, retirements, discharges, etc).....	288
	Total	<u>27,298</u>

Change D, AFM 10-3, Orders Manual, referred to in paragraph 2, previous historical narrative was published 12 February 1965.

Change E, AFM 10-3 containing minor corrections to the basic manual was published 24 May 1965. Change F, AFM 10-3 was

published 14 June 1965. This change established AFM 10-3, Orders Manual, as the prescribing directive for civilian travel forms (AF Form 233 and 234). These forms were previously prescribed in AFM 40-10, Civilian Travel Manual, which was superseded by Volume 2, Joint Travel Regulations.  
Terminology, Translation and Reference Branch.

Terminology Section.

The Air Force issued another major revision to the Air Force Glossary of Standardized Terms and Definitions. The new Glossary contains current Air Force and JCS approved terms, and also includes those standardized and adopted for use within the NATO and SEATO military structures, and those standardized for use by the American, Australian, British and Canadian Air Forces under the Air Standardization Coordinating Committee program. A special interest item in connection with the issuance of the new Glossary is that it is the first standard Air Force publication to be typeset by automation, using a coded paper tape. The tape was computer processed and the resulting output was processed through an automatic photo-composing device. This automated method will bring about significant economies, as well as convenience and speed in producing up-to-date revisions and/or changes to the Glossary.

Another successful annual NATO Terminology Conference was conducted in London, England, and Brussels, Belgium, during May 1965. This Conference was considered highly beneficial to the United States and all other member nations of NATO. The results of the Conference will be especially advantageous to the non-English/French-speaking Nations of NATO which have a continuing need for standardization of terminology. As this national and international interest in standardized terminology continues, plans were again made to hold the 1966 Conference in London and Washington.

The Ninth Meeting of ASCC Working Party 85 was held in Washington from 9 February to 11 February, with representatives from the United States, United Kingdom, Australia and Canada in attendance. This conference resulted in significant policy and procedural agreements, and in numerous additions and changes to the ASCC Air Standard 85/1A, which according to the Monitoring Committee, ASCC, "will be most valuable to the ASCC program."  
Translation Section.

The Fifth Inter-American Air Force Chiefs Conference constitutes the most important event in this category of translation activities. It met in Washington in May and was attended by the Air Force Chiefs of Staff and delegations of 17 countries.

A vast number of presentations and discussions was generated; each had to be interpreted, tape-recorded, transcribed, translated, reviewed, edited and, finally, included in each of three brochures: an English, a Spanish, and a Portuguese brochure. Simultaneous interpreters from the Inter-American Defense Board and contract services teams of translators, in addition to in-house personnel, were required to provide the services.

New highs were recorded in every aspect of the translation workload during this period. The total number of words translated, i.e., 546,828, exceeded the July-December 1964 total by 140,248.

## CHAPTER 4

MAIL AND MESSAGE DIVISIONMessage Branch:Prototype Model Teleprinter.

Because of strike conditions, Western Union was unable to meet the target date of 15 April 65 set for the installation of the new teleprinters mentioned in last report. Installation depends upon relief from manufacturers strike condition.

Equipment Replacement.

Two multilith 2550s and one IBM 836 were replaced on June 28, 1965.

Message Figures.

	<u>1964</u>		<u>1965</u>	
	<u>INCOMING</u>	<u>OUTGOING</u>	<u>INCOMING</u>	<u>OUTGOING</u>
Jan	39,354	8,079	47,433	8,281
Feb	43,145	7,661	44,438	7,861
Mar	46,910	8,681	52,576	9,797
Apr	48,300	9,119	53,804	8,916
May	47,225	8,812	56,460	8,532
Jun	<u>46,586</u>	<u>9,242</u>	<u>49,928</u>	<u>7,239</u>
Total..	271,718	51,574	304,639	50,626

Mail Branch.Munitions Building Mail Room.

The Central Mail Room in the Munitions Building moved to its new location, Rm 4324. The move was made with no interruption in service to Air Force offices in the Building.

Courier Service to Vice President's Offices.

SAF-LI requested this Branch to establish a courier service from the Pentagon to the Vice President's Offices in the Executive Office Building, from there to the New Senate Building, back to the Executive Office Building, then return to the Pentagon. Run to be made three times daily, Monday through Friday, at 1000, 1345, and 1600 hours. To accomplish this service an extra vehicle was obtained from Bolling AFB, and one airman was requisitioned on a 90 day loan. Service commenced 29 Mar 65.

Volume of Mail.

The volume of mail increased during the period. Approximately 7,783,120 pieces of mail was handled with a daily average of 84,901 pieces per day. The daily average of weight was approximately 15,045 pounds per day. This is an increase over the amount handled during the last six months ending 31 December 1964 which was 6,873,600 pieces handled with a daily average of 62,033 pieces per day with a daily weight of 14,496

pounds.

Document Security Branch.

Security and TDY.

During this period a total of two Security Inspections and one Audit/Inventory were conducted. A total of three TDY trips were made to AJCC in connection with security inspections and/or audit inventory.

Workload.

The Top Secret Control Section handled during this period a total of 175 Top Secret documents, 12,000 Nicknames and 600 Code Words and their related meanings and destroyed 39 documents. The Roster of Top Secret COSMIC/SEATO/CENTO was published and issued monthly during this period. The USAF Sub-Registry processed in and out a total of 4,850 NATO documents, 246 CENTO documents and 297 SEATO documents and destroyed 444 documents. The Document Security Branch Field Extension (AJCC) received 1,602 new documents, posted 66,182 changes and destroyed 1,352 documents.



## CHAPTER 5

PUBLISHING DIVISIONCongressional Study of Federal Printing Program.

The Congressional Joint Committee on Printing announced that it has authorized its staff to make a study leading to the realignment of some elements of the Federal Printing Program. The announcement stated that the need for printing services by decentralized Government activities is constantly expanding, and in order to provide for these needs, broad coordination of the total government effort is indicated. In consonance with this objective, consideration will be given to more extensive use of commercial printing facilities.

The Secretary of the Air Force, upon request of the Congressional Joint Committee on Printing, made the services of Mr. Frank X. Thornton and Major Angelo F. Elso, of this Division, available to assist the Committee in planning and conducting the study. Mr. Thornton was also designated as the Air Force contact in providing any technical information or assistance the Air Force may be required to furnish the Committee during the Study.

Action on the DOD Survey of Printing and Publications, which was reported in previous histories, is being held in abeyance at

the request of the Congressional Joint Committee on Printing.  
Publications Distribution Center Operations, Middle River,  
Maryland.

The Hayes International Corporation continued to have problems in operating the AF Publications Distribution Center. Complaints from the field were received at a steady rate as the Center service was slow and erratic. Misdirected shipments, delays in processing requisitions, and failure to move initial distributions on time, were encountered throughout the six-month period.

On 25-27 May 1965, a conference was held at AFIC headquarters to resolve major contract deficiencies. As a result of this conference, the contractor hired additional personnel and added additional supervisory personnel from the firm's main office in Birmingham, Alabama. On 25 June 1965, the backlog of requisitions was eliminated and operations in the re-supply were returned to normal for the first time since Hayes assumed operational control of the Center. Publications Depots will now be able to reduce stock levels which had been raised to meet the increased lead time experienced because of slow Center action on requisitions.

Problems in EDP programming and submission of management data continue to exist. Most of these problems are being caused by

failure to update data in logical integrated patterns and by lack of cohesion in Center operating functions. The contractor has now established quality control procedures throughout his operation and is making a systems analysis. These actions should resolve such of the remaining problems, and we expect that he will maintain an acceptable operation in the future.

Publications and Forms Obsolescence.

Our continued emphasis on the Air Force Publications Obsolescence Program resulted in the rescission of the following number of publications and forms during the reporting period:

<u>Type of Publications</u>	<u>Number Rescinded</u>
AFLs	29
AFMs	33
AFPs	19
AFRs	21
BOIs	11
Forms used AF-Wide	82
Forms used In Hq USAF only	45

Budget and Fiscal Management.

The departmental printing Budget Authorization of \$14,003,000 for FY 1965 reflected in our previous history, was reduced during the past six months to a year-end authorization of \$12,599,500. Of this reduction, \$1,212,000 was voluntarily returned as a result of various cost reduction actions. The remainder was arbitrarily withdrawn for higher priority uses. Obligations for Departmental Printing totalled \$12,592,167 for FY 1965.

FY 1966 Financial Plan/FY 1967 Budget Estimate was submitted in March 1965. FY 1966 Budget Estimate for Departmental Printing of \$15,665,000 submitted March 1964, was reduced to a requirement of \$14,552,000 or a net budgeted savings of \$1,113,000. Budgeted savings for FY 1966 reported under Cost Reporting Program, totalled \$2,534,000 of which \$1,421,000 will be required for items not known prior to this analysis. Management actions considered in the formulation of the FY 1967 Budget Estimate for Departmental Printing resulted in a continuing savings of \$1,378,000 reportable under CRP. Thus, total requirements are \$13,9000 for FY 1967 in lieu of \$13,278 had such decisions as lower stock levels, less work in Defense Printing Service, more work on fast contracts, improved formatting, reduced paper weight, etc., not being effected. Of the Budgeted savings in both FY 1966 and FY 1967, \$863,000 each year is attributable to an analysis of the past six quarters obligation rate versus stock reports previously used by AFDASDE2 (Budget & Fiscal Section) to estimate funds necessary for restocking of forms. Of the amount requested for FY 1966, \$13,843,000 has been authorized.

Field Printing requirements for FY 1966 Initial Operation and Maintenance Financial Plan totalled \$20,813,000. Staff recommendation to the Budget Advisory Board totalled \$20,122,500.

On 4 January an Open Requisition, including quarterly and citation, was issued to Navy Publications and Printing Service Office, Philadelphia, Pa, for the first time to cover Air Force share of cost of printing initial military specifications, standards, drawings, and related documents, and prorated share of replenishment stock, for which Navy is Single Manager.

Advance in Printing Technology.

During November 1964 the Air Force issued a contract for the manufacture of a high speed Lexical-Graphical Composer-Printer (LGCP) System. The system will be used to process the photo-composing requirements for our Tables of Allowances, Technical Orders, and Stock List Catalogs; the data for which are being centrally computerized at Wright-Patterson Air Force Base. Under the terms of the \$4 Million contract, the system will be provided by the Mergenthaler Linotype Company in cooperation with the Columbia Broadcasting System Laboratories. It is scheduled to be operational at Wright-Patterson Air Force Base in July 1967.

Improved System for Publication of Telephone Directories.

Through research and evaluation of 143 telephone directories, it was determined that the Air Force could achieve a savings of between \$250,000 and \$535,000 by using the sequential card

system for composing telephone directories. Under this system, the average telephone directory presently totaling 75 pages will be reduced to approximately 37 pages. An additional important factor is that each issue will be delivered approximately 6 weeks sooner. The Congressional Joint Committee on Printing approved this program and authorized the required equipment. The necessary implementing directives have been issued to the field.

## CHAPTER 6

MILITARY PERSONNEL RECORDS DIVISIONAFAFC Project SOS.

Project SOS, started in 1964 at the request of the Air Force Accounting and Finance Center, Denver, Colo., has been completed as originally scheduled. The project was designed to purify pay dates and improve regulatory controls to insure timely and correct longevity dates on all airmen during their active careers. Due to the highly successful results obtained it was decided to continue the project indefinitely.

Relocation Military Personnel Records Division.

The Airmen Records Annex at Randolph AFB, Texas, was moved from Building S104 to Building 499 with a minimum of lost time. This move was completed 13 April 1965.

Beginning 18 June 1964 the Military Personnel Records Division elements located at Suitland Hall, Maryland began a move to Randolph AFB, Texas. The move was completed 23 June 1965. The full Division was in operation on 24 June.

Retired officer's records, formerly stored by GSA at Alexandria, Va., were moved to Randolph AFB, Texas and were placed in Building 491. They were ready for use 7 May 1965. Officer and airmen retired records are now filed in the same area

and are serviced by a single unit thus eliminating several spaces formerly required when the records were separated.

Automatic Telephone Answering Equipment.

This equipment has been ordered and installation is pending. It will permit around-the-clock emergency locator service without the requirement for other than standby personnel.

Micro-Forming.

The Micro-Form Project, reported in previous historical reports is now operating normally and considerable data has been accumulated. During the period 1 January 1963 through 30 June 1965 a total of twelve briefings were given, including those given to Major General Julian A. Wilson Jr., Chief of Personnel Operations, Department of the Army, one to the Joint Military Services Information Program, and one to the Inter-agency Records Administration Conference in St. Louis.

The Project Group has been reorganized and, effective 1 July 1965 will use a single team concept. This change became necessary due to the lack of Field Grade authorizations considered necessary for a two-team approach. This change eliminated one level supervision.

Identification of actions and documents required in the personnel action area was conducted during this period. A total



of 606 flow and systems analysis charts were prepared. These will serve as tools in relating present methods to an automated system.

The survey of military personnel record file content, for all Air Force personnel, active, reserve and retired has been completed. These records contain 117,033,746 documents, which resolve into 217,423,250 images for the group of records.

## CHAPTER 7

PRESENTATION DIVISION

Presentation aids required to define and reassess Air Force plans and operational requirements accounted for the increased activity in the graphic arts area. These requirements calling for "Instant Reaction Service," were for presentation to the highest echelons -- the President, Congress, Secretary of Defense, Joint Chiefs of Staff, Secretary of the Air Force.

The bulk of this activity, constituting approximately eighty percent of the total graphics effort during this reporting period, can be attributed to presentation requirements levied on the Graphic Arts Branch by DCS/Plans and Requirements, DCS/Systems and Logistics and DCS/Research and Development. The other twenty percent represented management and operational needs of a regulatory nature.

During the first few months of this reporting period, support of the Air Force Defense Posture presentation to the Congress continued. With the conclusion of the Air Force Defense Posture presentation to the Congress, the projectionist representing our Projection and Conference Scheduling Branch, who was in charge of visual aids in connection with the presentations, received a letter of commendation from Secretary Zuckert expressing his gratitude for the flawless manner in

which the Air Force films and vugraph slides were presented. Following is a quote from Secretary Tuckert's letter, dated 30 April 1965:

"On each of my annual appearances before the Armed Services Committees, I have personally noted the flawless manner in which the Air Force films and view-graph slides have been presented. I can recall no instance of error or delay in the projection of films or slides which, in the atmosphere of Committee hearings, could have proved very embarrassing to the Air Force. Rather, it has been my pleasure to receive a number of highly complimentary remarks from both the House and Senate Members and Staff concerning the quality of the Air Force's technical presentations. Our success in these presentations is due in large measure to the professionalism, resourcefulness, and dedication to duty of Sergeant Crutchfield. His performance on each of these occasions has reflected great credit upon himself and the Air Force."

Some of the most significant creative highlights of the Division during this reporting period were:

Design of layout and central theme for the Exhibit of Air

Force Art on the Pentagon Concourse in January. Design and preparation of an Office of the Secretary of Defense information pamphlet entitled, "Materiel Readiness Through Integrated Logistic Support."

Design and Layout of the:

"1965 USAF Spiritual Life Conferences" brochure "USAF Catholic Chaplains Recruiting Pamphlet" "1965 USAF Professional Development Seminar For Jewish Chaplains."

"USAF Medical Service Digest For Dieticians"

Design for USAF/DOD Annual Cost-Reduction Exhibit design for Mutual Assistance Program as a travelling display.

Design of a 40 X 60 poster for use in the opening drive of "CHAP" (Children Have a Potential). This organization chaired by Mrs. McConnell opened its drive at Andrews Air Force Base on 4 June 1965. The Air Force Aide Society has since accepted it for use in their campaigns.

Design of Air Force Cost Reduction Award.

Design of an official insignia for the Air Force Village Foundation, by one of our artists; and writing assistance by one of our writers in preparation of a film, produced in support of the Foundation's initial world-wide publicity drive.

Design of format and preparation of hand-lettered Scrolls of Appreciation for presentation by Secretary Zuckert to members of the Special Advisory Committee on the United States Air Force Academy.

A good illustration of "Packaged Presentations" was "Golden Arrow," a major project involving many of our personnel and 1100 manhours. This special study of missile systems, required approximately 850 presentation aids: illustrations, vignettes, flip charts, mechanicals, etc. Raw material was a potpourri of highly esoteric substance from many sources, all of which had to be reduced to a harmonious pattern within very short deadlines as both visuals and illustrations within six bound volumes.

Another team-produced package was made for the 100-odd attending the Inter-American Air Force Chiefs of Staff Conference held here in June. A presentation team from this Division, supported by Defense Printing, the Aeronautical Chart and Information Center, Air Force Supply, and a Chicago book binder, designed and produced a package containing a program schedule, an Inter-American Air Force Seal, personalized loose leaf booklets, nameplates, brief cases, etc. All components of the package were produced in Spanish, Portuguese, and English. Through professional planning and expert preparation

these were produced at minimum cost but in maximum quality.

The four-hour block of instruction for the Office of Special Investigations Staff Officers Course, which was still in the planning stages as of the last reporting period, was well received by the world-wide directors of the Office of Special Investigations. This was truly a full and complete team-produced package, utilizing the full spectrum of mechanisms by which information is transmitted and received. This presentation will be made approximately four times a year to directors from isolated areas where presentation assistance is not available.

Our latest example involving division-wide effort is contained in Lt General Thomas P. Gerrity's 1 June 1965 memorandum to his entire staff that "Key Directorate personnel of Systems and Logistics will attend a course given by the Presentation Division, AFDAS" to "immediately improve the quality of briefings by DCS/Systems and Logistics Personnel."

This course is a direct result of the campaign for making and keeping all Air Staff and Secretariat members aware of the communications services available within the Presentation Division.

In support of this campaign, a small pocket-size folder has been prepared on the Division and is presently being distributed.

This tent-fold folder tells what and where the Presentation Division is, what services it offers, and how these services can be used to best advantage.

A contributing factor leading to the success of the campaign in the Directorate of Systems and Logistics has been the design and layout for their bi-monthly publication, "Crossfeed," a major publication, respected and accepted both within the Air Force and the industrial world.

## CHAPTER 8

SERVICES DIVISIONPentagon Space Adjustment Program.

The movement of Air Staff activities from the Washington area to the Personnel Center, Randolph AFB, Texas was completed during June 1965. The following office space was vacated by this relocation:

Pentagon	25,656 square feet
Suitland Hall	20,000 square feet
Tempo 8	7,000 square feet

Office, Secretary of Defense approved retention of the vacated space by the Air Force in order to provide for new functional requirements. The space then was assigned as follows:

Pentagon

Directorate of Studies and Analysis	16,000 square feet
Manned Orbiting Laboratory Project Office	4,690 square feet
Weapons Effectiveness Testing	5,000 square feet

Suitland Hall

Data Systems Design Center	20,000 square feet
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No firm decision has been made as to the disposition of the 7,000 square feet in Tempo 8.

Physical Security.

The Security Branch was monitoring 287 intrusion detection alarm systems on 30 June 1965. This represents 183 systems in Hq USAF and Office, Secretary of the Air Force; 23 in Office, Secretary of Defense; 76 in Defense Intelligence Agency; and 5 in Joint Chiefs of Staff.

Security Incidents.

There were 56 security incidents during the period, a decrease of 17 over the same period last year.

Consolidated Reproduction Facility.

On 14 May a consolidated reproduction center was opened in Room 5E 334, Pentagon. By consolidating, two other reproduction facilities were eliminated and made into self-service facilities. The enlarged consolidated center, furnished with new and more efficient equipment will provide better and faster service to the Air Staff. Moreover, some directorates no longer needed reproduction equipment and these machines were withdrawn.

Special Projects.

Remodeling of the Data Services Center was approved and funds allocated for the work. The work will include enlarging

the tape vault and eliminating fire hazards which now exist. Since the reconstruction of the Center after the fire in 1959 no major construction has taken place despite the growth of the Center since that time. Work will commence during the next 6 months.

## CHAPTER 9

PERSONNEL SECURITY GROUPPersonnel Security Group.

The basic responsibilities and functions of the Personnel Security Group (AFDASI) were enlarged by the complete consolidation of all Hq USAF personnel security functions into a single office. For the first time, the Chief, Personnel Security Group, is the single manager of the Air Force Personnel Security Program as the designated personal representative of the Secretary of the Air Force and the Chief of Staff, authorized to determine eligibility of civilian employees and military personnel for access to classified defense information.

New Personnel Security Directives.

HOI 205-50, "Personnel Investigations, Eligibility Determinations, and Access Authorizations," was rewritten and published. It established policy and delineates the enlarged responsibility for the Air Force Personnel Security Program in the executive portion of the Department of the Air Force.

In response to a Memorandum for the Assistant Vice Chief of Staff from the Administrative Assistant to the Secretary of the Air Force, dated 22 April 1965, a meeting was held under

the chairmanship of the Chief, Personnel Security Group, with representatives of appropriate Air Staff offices, on 30 April 1965 to draft, on an emergency basis, a regulation covering personnel selection procedures for Presidential Support Activities.<sup>1</sup> All Air Staff Coordination was obtained by AFDASI. This effort has produced AFR 205-35, "Security - Personnel Selection Requirements for Presidential Support Activities." Special Personnel Security Projects.

Five separate special projects directed by the Secretary of the Air Force were completed. These were (1) an updating of the background investigation of all members of the 9999th Reserve Squadron; (2) all mobilization assignees of the Office of Aerospace Research; (3) all mobilization assignees assigned to the Air Force Accounting and Finance Center; (4) all military personnel at Deputy Chief of Staff level in Headquarters USAF; (5) all 22 Major Commanders in the USAF. The Chief of Staff required an update of the background investigations of all USAF general officers who have not had a background investigation since 1 Jan 1962. Of approximately 430 general officers involved, 247 have been completed. Upon instructions

1. Memorandum for the Assistant Vice Chief of Staff from Mr. John A. Lang, dated 22 April 1965.

from the Chief of Staff, Project "HIGH HILL," I and II have been continued by updating all background investigations of Colonels being considered for promotion. This program requires a background investigation since 1 January 1962 which results in considerable increased security processing as promotion cycles occur and selection boards are convened.

Finally, in further compliance with instructions from the Chief of Staff, a continuing program for the updating of background investigations of all personnel assigned to AFCCS, AFCVC, and AFCAV every five years must be conducted. This continuing program is on a current basis; i.e., all backlog has been eradicated.

#### Changes in Security Policy.

The administration of personnel security in the departmental headquarters has been strengthened and improved by several changes in operating policy. For example, when any person in the departmental headquarters requires a Top Secret clearance and the previous Top Secret clearance was based on a National Agency Check plus continuous service only, a full field background investigation is now required. Moreover, any person, military or civilian, assigned to Presidential Support Activities,

must have a full field background investigation that has been favorably evaluated, and is less than one year old at the time of appointment or assignment. All general officers, and certain Colonels being considered for promotion, must now have had a background investigation since 1 January 1962.

Departmental Headquarters Personnel Security Actions.

	<u>Cases Opened</u>	<u>Cases Closed</u>
Jan - Jun 1965	1892	2099
Jan - Jun 1964	1755	1833

These statistics represent a composite of (a) civilian pre-appointment cases, (b) civilians currently employed where there have been changes in the sensitivity of positions, and (c) military clearances. Not included are the 399 positions in Hq USAF which have been designated Ultra Sensitive under AFR 205-34. Seven (7) applicants were dropped from consideration for employment in Hq USAF during this period of

derogatory information in the investigative files. One employee resigned just prior to dismissal upon learning that he was under investigation by the FBI. A derogatory military case was processed and the Officer was reassigned. A Tech Sergeant's early discharge was expedited (Conscientious objector). A Staff Sergeant was removed as a driver for the Under Secretary of the Air Force because investigative report reflected unauthorized outside employment and a series of delinquent personal financial accounts.

Special Clearances.

Action was taken at the personal request of the Secretary of the Air Force, under Executive Order 10501, as amended, to establish trustworthiness of the following:

82 nominees to the Joint Civilian Orientation Conference #35 (JCOC).

23 Nominees to the Air University Board of Visitors.

20 individuals to research classified Air Force Archives for proposed books, magazine articles, theses, and dissertations.

10 faculty members of Boston University, working on projects for the Secretary of the Air Force, Office of Information, Academy Detachment, Boston University School of Public Relations and Communications.

3 Professors at Michigan State University who teach the Air Force Applied Comptrollership Course at MSU, and needed clearances to review case materials for their course.

7 Translators, personnel of the Language Service Bureau, Washington, D. C., used by AFDASCA.

6 individuals to accompany the Director of Civil Engineering on an Arctic inspection trip.

3 individuals of interest to the White House.

1 member of the Air Force Association to receive classified briefings on Air Force matters.



ADMINISTRATIVE AND PERSONNEL CHANGES

All personnel of the Mail and Message Division were transferred to the 1132nd USAF Field Extension Squadron, Bolling Air Force Base, Washington, D.C. in March 1965. There was no change in functions. In the Message Branch, as a result of a detailed management personnel survey conducted during this period, some personnel management changes were effected and airman authorizations was increased by thirteen spaces.

Specifically, actions were as follows:

- (a) Three Captain Message Analyst Officer positions were cancelled (one per shift).
- (b) Six civilian Top Secret and SPECAT Control positions were cancelled (two per shift).
- (c) Three civilian Message Analyst Officer positions added (one per shift).
- (d) Three civilian Message Distribution positions added (one per shift).
- (e) Airman strength was increased by thirteen spaces (four Staff Sergeants and nine Airman First Class).

Other actions in this Division included promotions for one Chief Master Sergeant, one Technical Sergeant and nine Staff Sergeants.

Mr. George J. Ferlazzo and Mr. Bernard E. Montgomery were cited for Outstanding Performance, and in the Mail Branch of this Division Awards and Promotions were as follows:

TSgt Ralph Morales, Jr., received the Air Force Commendation Medal, First Oak Leaf Cluster in January. A/IC Donald A. Piner was promoted to Staff Sergeant 1 Feb 65. Mr David L. Lawson received an award for 20 years of Federal Service in April, 65 and A/IC Manuel Franco was promoted to Staff Sergeant on 1 June 1965.

In the Document Security Branch of the Mail and Message Division personnel changes were as follows:

Captain Rex A. Nelson was assigned to the Branch in January, 1965. MSt Joseph A. Sabath was promoted from the grade of TSgt on 1 June 65. MSgt Boyd Cutwright received the Air Force Commendation Medal on 8 June 65 from Hq 12th AF, Waco, Texas.

Military Personnel Records Division. Concurrent with "The AFPMP Relocation Plan", dated 15 June 1964, and effective 1 July 1965, the operational control of the Military Personnel Records Division (formerly) located at Suitland Hall, Maryland) has been transferred from the Directorate of

Administrative Services, Hq USAF to the USAF Military Personnel Center, Randolph Air Force Base, San Antonio, Texas. With the new office symbol, AFPMDR, it is established as one of the operating divisions under the Assistant for Personnel Systems, AFPMD (Directorate of Personnel Data and Records, Asst DCS/Personnel for Military Personnel.)<sup>1</sup>

In the Military Personnel Records Division, AFDAS, which completed its move to Randolph Air Force Base, Texas on 23 June 1965, the following personnel changes took place:

Captain Robert H. Kaulbach was assigned to the Division Micro-From Project, 4 May 65.

The following Personnel actions were effected on 30 June 1965:

The GS-14 position occupied by Mr. Glen Barnard was declared surplus. The duties performed by Mr. Barnard were assumed by Lt Colonel Harvey G. Maahs.

Lt Colonel Robert L. Kendall was reassigned as Chief, Officers Branch.

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1. Authority and reference: AFPMP Relocation Plan, 15 June 64; HQ COMD Special Orders G-39, dated 19 May 1965; AFM 26-2; Letter, Hq USAF (AFESSMB), 13 April 65, Detachment 1, 1105 Support Group; and Special Orders G-65, Headquarters Command, USAF, 31 July 1963.

Major Smith H. Whitt was reassigned as Deputy Chief, Airmen Branch.

Lt Colonel Newton I. Carpenter, CWO James D. Hansford and MSgt Alton D. Maharg were transferred out of the Division.

As the result of a management survey and movement of the remaining elements of the Division the authorized strength of the Division was reduced by 27 spaces.

In the Personnel Security Group, increased UMD authorizations have been justified and obtained from Staff Management Division (AFESSM) for one (1) Major, 8116, one (1) GS-11 Personnel Security Specialist, and one (1) GS-5 Clerical Assistant (Typing).

One change occurred in the Support Division, AFDAS. The Chief of the Air Force Effective Writing Program was changed from a military major space to a civilian GS-13.

RETURN TO  
K168, 1  
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K 1571

Director  
Administrative Services Unit  
ATTN: Administrative Services  
MORNING AND AFTERNOON

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JULY 1965 - 31 DECEMBER 1965

7-1738-2

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES

1 JULY 1965 - 31 DECEMBER 1965

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE

BY  
Miss D. R. Colachicco

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SECTION I  
ORGANIZATION, FUNCTIONS, AND PERSONNEL

## SECTION I

ORGANIZATION, FUNCTIONS AND PERSONNELFunctions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force.

SECTION II  
ACTIVITIES

CHAPTER I

4.

POSTAL & COURIER DIVISION

Postal Transportation.

During the reporting period balance of Electrical Accounting Machine equipment needed was installed. The current system enables the use of statistical data to meet timely deadlines and permits sufficient time to review and analyze as needed. The data produced is used to program airlift allocations and mail transportation budgets, verifies carriers' billings, and provides information on an as needed basis to Office of the Secretary of Defense, General Accounting Office, Bureau of the Budget, Post Office Department and other requesters. Built-in checks reduce errors to a minimum. In addition to providing quick responsiveness to information requests, new non transportation requirements are being programmed into the system.

Postal and Courier Organization.

Two significant organizational changes occurred in the world-wide postal and courier network during the reporting period:

- a. The 9th Air Postal Squadron was activated in Saigon, Vietnam with detachments at twenty-two sites in Vietnam and

Thailand. A decision was finally reached that postal support in South East Asia will now be based on "areas of predominant interest" which should relieve the Air Force of substantial manpower requirements in the future.

b. The second change was the activation of the USAF Postal and Courier Region-US at McGuire AFB, N.J. The new region was established as a field extension of Hq USAF (AFDAS) with a strength of two-hundred personnel, absorbing the 7th Air Postal Squadron, eight field offices of USAF Postal Inspectors and thirteen Courier Transfer Stations. Its mission is to:

(1) Monitor postal & courier operations within its area of responsibility.

(2) Provide Couriers to accompany Top Secret & other highly sensitive material from qualified originators to destination or intermediate transfer points.

(3) Provide postal service to areas in the Western Hemisphere where the U.S. domestic postal system does not operate.

## CHAPTER 2

## DOCUMENTATION SYSTEMS DIVISION

Documentation Storage and Retrieval.

Three new documentation storage and retrieval systems using microfilm were approved during the report period. One of these was approved on a test basis only.

A new regulation was drafted on the subject of documentation storage and retrieval. It provides instructions and general information on the establishment and use of such systems, and assigns responsibilities for related actions. The proposed regulation will replace AFM 181-3, Microfilming, and includes any system that uses manual techniques, or combinations of manual, mechanical, electronic, photographic, video, and similar techniques, to index, store, select, or retrieve documents as such or copies thereof. The draft of the regulation is being coordinated.

Paperwork Management.

Survey of Air Force Paperwork Management Systems by the General Services Administration. (GSA). The Administrator, GSA, notified the Secretary of the Air Force on 1 September 1965 that GSA intended to survey the Air Force Systems Command's paperwork management systems beginning 3 January 1966. Such surveys are

authorized by the Federal Records Act of 1950, Section 505 (c). The Air Force agreed on 27 October 1965 with the purposes of the evaluation but suggested that the survey be expanded to include other elements of our agency on the basis that a survey of only the Air Force Systems Command would not accurately present a total picture or accomplish the desired results. On 3 November 1965, the Archivist of the United States agreed to the total evaluation of Air Force paperwork management systems and to our proposal that details of the evaluation be arranged between the Air Force Directorate of Administrative Services and the Assistant Archivist for Records Management, National Archives and Records Service, GSA. Because of the limited time available to begin the survey, informal arrangements were completed between this office and the National Archives and Records Service that the survey would be postponed until 1 March 1966.

Disposition of Records.

Change F to AFM 181-5, Evaluation and Disposition of Records, was issued on 1 October 1965 to disseminate new and revised records disposition procedures and criteria. Among the most important of the new and revised procedures was changing the reporting period for the Records Management Report (RCS: 1-XGS-G1) from a fiscal year basis to a calendar year basis. Since most



Air Force records are retired or destroyed at the end of the calendar year, this was a logical change to take advantage of the reduced volumes of records on hand in our report to the Department of Defense and the General Services Administration. Also included in the change were disposition instructions for completed contract files, host-tenant support agreements, maintenance data collections, and base level contract maintenance records.

On 10 December 1965, Change G to AFM 181-5 was issued to provide revised criteria for claims records which had to be disseminated by 31 December 1965. It also included reduced retention periods for published operating instructions.

Analysis of the command records management reports for FY 1965 indicated total Air Force records holdings of 1,558,036 cubic feet. This is an overall increase of 14,110 cubic feet in total holdings. There was a decrease of 11,765 cubic in records staging areas and an increase of 25,875 cubic feet in current files areas. The largest percentage decreases in records holdings were reported by AAC, CONAC, and MATS; other commands reporting decreases were AFLC, ATC, HQ COMD USAF, USAFSS, and SAC. The largest percentage increases in records holdings were reported by AFCS, USAFA, and AFSC. These increases, as well as those in

several other commands, resulted from expansion of mission and functions, acquisition of new units, and operation of duplicate systems during conversion from manual to mechanized and automated systems.

HQ USAF/OSAF Records Maintenance and Disposition.

HQ USAF/OSAF offices reported a total of 117, 406 cubic feet of records on hand as of 1 July 1965 - 51,871 in departmental offices; 65, 172 in field extension offices; and 363 in records staging areas. This represents an increase of 6, 765 cubic feet in total volume on hand one year ago -- departmental offices decreased 364, whereas field extension offices increased 7,055 and staging areas increased 74. The decrease in departmental records is attributed mainly to new disposition instructions in AFM 181-5 which authorized destruction of certain investigative records of AFISI. The increase in field extension offices is due mainly to reorganization and expansion of offices of AFPMC at Randolph AFB, Texas, and the recall of Retired Air Force Officer Personnel Records which were temporarily stored in the Federal Records Center, GSA Region 3, Alexandria, Virginia, by the former AFDASE due to shortage of office space. These records, while in storage, were not reflected on prior reports of that office.

During this reporting period, the following disposition was made of HQ USAF/OSAF noncurrent records:

- a. 556 cubic feet were retired from current office space to the Federal Records Center, GSA Region 3, Alexandria, Virginia.
- b. The Federal Records Center, GSA Region 3, Alexandria, Virginia, was given approval to apply disposal authorities to 317 cubic feet of retired Air Force records.

## CHAPTER 3

SUPPORT DIVISIONTerminology Section.

Terminology standardization has progressed steadily at joint, combined and international levels as well as at the unilateral level. The Royal New Zealand Air Force (RNZAF) has joined the Air Standardization Coordinating Committee, along with Canada, the United Kingdom, the United States, and Australia. The Southeast Asia Treaty Organization (SEATO) has, in addition to publishing SEAP-2 (SEATO Glossary of Military Terms and Definitions), commenced coordinating and standardizing terms and definitions with the United States and NATO in accordance with established terminology procedures. The USAF, in subscribing to SEAP-2 has and will continue to implement, all SEATO terms in AFM 11-1, AF Glossary of Standardized Terms and Definitions. In the field of standard abbreviations, a major revision of the Air Force Manual of Abbreviations (AFM 11-2) was published and distributed in July 1965. This Manual was prepared by the computerized printing method, as was AFM 11-1, which was printed in May, 1965. The computerized method effects significant economies, and it produces up-to-date revisions and changes with speed and convenience.

ASCC Working Party 85.

The ASCC Glossary (ASCC Air Standard 85/1, Terms and Definitions), dated 1 September 1965, was distributed in October, 1965. The Glossary, which contains 764 terms and definitions, reflects all additions, deletions, and changes agreed to at the Ninth Meeting of Working Party 85. The Glossary is now printed in loose leaf form, for ease in making page changes and keeping it up-to-date. This method will also make it unnecessary to make complete revisions to the Glossary to reflect new additions and changes. All of the terms in the ASCC Glossary are now implemented in the current AFM 11-1 for USAF-wide use.

Unilateral.

AFM 11-1, Air Force Glossary of Standardized Terms and Definitions, was the first standard Air Force publication to be typeset by automation, using a coded paper tape. The tape was processed through a computer for formatting, hyphenation, justification, capitalization, punctuation, and so forth. The output from the computer was a tape which served as the input to an automatic photo-composing device. The tape file has been stored and can be immediately updated when the Manual is ready for revision.

As mentioned in the last semi-annual history, consideration had been given to, and discussions held on the conversion of AFM 100-39, "Communications-Electronics Terminology, Definitions and Abbreviations," to AFM 11-1, Volume II. In this connection, the Publishing Division has estimated that a savings of \$5.00 a page could be made, if AFM 100-39 were published as AFM 11-1, Volume II, and included in the present contract for AFM 11-1. Since AFM 100-39 will contain about 500 printed pages, it is felt that this should be taken into consideration. The matter has been discussed with AFOCC personnel and with CED Project Officers at the Air University. However, no decision had been reached on this consolidation proposal as of the end of the history period.

Effective 1 January 1966, the name of the Military Air Transport Service (MATS) was to be renamed the Military Airlift Command (MAC). There has been a great deal of discussion about the use of MAC to mean both Military Airlift Command and Major Air Command. We would have preferred another designation such as MALC, for the Military Airlift Command, but the abbreviation had been established in correspondence between General Howell M. Estes, Jr., the MATS Commander, and Congressman L. Mendel Rivers, and it could not be changed. By direction of AFOMO, the

abbreviation MAJCOM, meaning Major Command, will be used to replace MAC and its meaning Major Air Command; however, MAJCOM will not "fit" established data systems and mechanized personnel procedures. We have recommended some alternate designations, but military personnel and data systems personnel prefer to use MAC, since it appears so many times within their systems and in their publications, particularly in the voluminous AFM 30-3. We feel that, in context, there should be no confusion or misinterpretations (perhaps only a minor inconvenience here and there) on the use of both MACs. No final resolution of this matter had been made as of the end of the semi-annual period.

A draft revision of HOI 11-49, Standardizing Air Force Terminology, was prepared and coordinated in the Air Staff. It was printed and distributed on 18 August 1965, and now brings up-to-date all nomenclature, organizational designations, cross references, etc., authorizes a terminology representative from AFGOA, and makes AFDASCA responsible for the review and approval of proposed glossaries.

#### Orders Branch.

The number of actions accomplished by each category and series of orders during this period was as follows:

Special Orders:

Series AA (Promotions, reassignments, recall to and release from extended active duty, etc).....	486
Series AB (Retirements, discharges, and resignations, etc).....	2
Series GA (Hq USAF Organizational actions, awards, unit citations, etc).....	2,582
Series M (Appointment of Boards and Committees, investigating officers, Class A&C agent finance officers, etc)..	6,436
Series TA (Overseas TDY of military and civilian personnel, blanket, repeated and permissive TDY, invitational travel and transportation authorizations, etc).	583
Series TB (TDY of military and civilian personnel within the continental US).....	334
Reserve Orders (Short tours, retirements, discharges, etc.	104
TOTAL.....	10,527

Interim Changes 1, 2, and 3 to AFM 10-3, Administrative Orders, were issued as follows:

- a. Interim Change 1, dated 9 July 1965. Provided for changing signature elements, and headquarters designations in orders to conform to the formats prescribed in AFM 10-1, Preparation and Processing Written Communications, dated 1 July 1965.



b. Interim Change 2, dated 8 Nov 65, furnished instructions for using TUSLOG designations in TDY and PCS orders, and authorized the use of major air command approved forms for training and proficiency flights in lieu of AF Form 615, Flight Orders.

c. Interim Change 3, dated 10 Nov 65. Provided instructions for stating excess baggage allowances in travel orders in terms of both pounds and pieces of baggage to conform to revised commercial air line procedures.

Effective 1 July 1965, The Military Personnel Center, Randolph AFB, Texas, began processing the following orders for this office:

Special Orders AD Series - Promotions, recall to extended active duty and appointment in the Regular Air Force.

Special Orders AE Series - Separations from the Air Force.

Special Orders MB Series - Reassignment of exchange officers and miscellaneous actions.

Reserve Orders B Series - Appointment in the Reserve Air Force, assignment to Retired Reserve Section, and miscellaneous actions pertaining to reserve personnel.

Unit Personnel Branch.

The change in name of the Personal Family and Services Unit to Personal Affairs and Pay Unit became effective 14 December 1965.

This Branch assumed responsibility for distribution of Promotion Section Lists to all major air staff offices, (including OSD, JCS and NGB). The function was accepted by AFDAS from AFPMAJB due to their move to Randolph AFB. Selection lists were reproduced prior to the public release date and prepared for advance and public release distribution within Hq USAF.

Custody and maintenance of Command Selection Record Group (AF Form 527), a total of 409 records, for officers below the grade of general assigned to OSD and JCS will be assumed by AFDASCB on 3 January 1966 at the direction of DCS/Personnel. (Since OSD and JCS are not involved in Air Force individual selection actions, transfer of these records to AFDAS is essential to the proper personnel management of these officers. Unit Personnel Branch accepted this workload with no increase in manpower).

Promotion actions were completed as follows:

- (1) Promotion to Colonel FY 65 (Regular and Temporary);  
369 officers.

- (2) Promotion of FY 65 temporary carry-overs; 183 officers (Major and Lt Colonels)
- (3) 720 Majors assigned as of command cut-off date 30 September 65, identified for promotion to Lt Colonel, FY 1966.

Thirty eight (38) Reserve officers were reported to the Military Personnel Center as being eligible for "selection-in" with DOS (Date of Separation), FY 1969.

A request was made by DCS/Manpower & Organization to review the manning standards applicable to CBPOs (Consolidated Base Personnel Office). AFDASCB is not defined as being a CBPO. A list of current authorization vs required authorization would adjust the strength upward by ten (10). Many functions performed by this Branch are not found in a normal CBPO. A reply was made to AFESS that AFDASCB should be exempt from standard CBPO standard manning authorizations.

A letter was sent to each officer informing him of changes affecting his AFSN by: dropping suffix and adding prefix i.e., (Regular - prefix FR; Reserve - prefix FV; Air National Guard - prefix FG). This change was made to achieve compatibility with DOD Standard Data Elements and Codes Program, reduce duplicate information and to adapt the AFSN to the Mechanized Officer Records System.

## CHAPTER 4

PUBLISHING DIVISIONCongressional Study of Federal Printing Program.

During August, the Congressional Joint Committee on Printing (JCP) sent questionnaires to all Federal Departments to develop needed information to be used in their study of the Federal Printing Program. Due to the broad scope of the study separate sets of questions were included for different subject areas as follows:

Publications Management

Printing Production

Printing Procurement

Sale and Distribution of Government Publications

The required data were developed, reviewed, and consolidated to facilitate review by JCP. It was sent to JCP on 17 November 1965, along with comments and recommendations.

Publications Distribution Center Operations, Middle River, Maryland.

The Hayes International Corporation continued having problems in operating the USAF Publications Distribution Center. Complaints from the field continued at a steady rate during the past six months, although there was evidence of some improvement in the area of contract time compliance with respect to initial

distribution of publications and forms and turn-around time in processing requisitions.

20.

Perhaps the most prevalent single complaint area now is in EDP (Electrical Data Process) programming and submission by the PDC (Publications Distribution Center) of inaccurate and, therefore, unreliable management data. These problems can be traced to the contractor's continuing failure to accurately transpose input data onto usable management reports within reasonable time limits. This action, of course, results in faulty procurement of publications and forms which ultimately shows up in inadequate service to the field.

In late October 1965, a two-day conference was held and attended by Publications Distribution Managers from the major air commands. The objective of this conference was to acquaint the PDMs with current problems and enlist their aid in bringing about as much cooperation and improvement as possible from the PDO level in the field. Beneficial results from the conference are being felt and Publishing Division efforts are now bent toward gaining improvement in internal PDO operations. It appears that reaching this goal may take some time.

Publications and Forms Obsolescence.

Continued emphasis on the Air Force Publications Obsolescence

Program resulted in the rescission of the following number of 21.  
publications and forms during the reporting period:

<u>Type of Publications</u>	<u>Number Rescinded</u>
AFLs	20
AFMs	6
APPs	10
AFRs	30
HOIs	12
Forms used AF-Wide	101
Forms used in Hq USAF only	32

Budget and Fiscal Management.

The departmental printing Budget Authorization of \$13,843,000 for FY 1966 was 59.9% obligated during the first half. Obligations were \$8,290,675 with an additional \$218,945 committed. During much of this period funds were extremely low as unforeseen requirements for the USAF Base Supply Automated System for UNIVAC and the SEA crisis consumed funds available, as well as those reprogrammed from subsequent quarters.

The 1st Revision to the Financial Plan, in October, stated a requirement of \$3,873,000 over the approved financial plan or a total Departmental Printing requirement of \$17,716,000.

Of this, \$2,186,000 was estimated for SEA support. By 31 Dec 65, 22.  
the value of items shipped totalled \$834,978.

Staff review and recommendations to members of Budget  
Advisory Board for all Command Budget Estimates for Printing  
and Reproduction for FY 1967 totalled \$37,982,000, of which  
\$33,363,000 is subject to OSD limitation.

CHAPTER 3MAIL AND MESSAGE DIVISIONMessage Branch:

New Equipment. To improve the quality and increase the quantity of work in the message branch, the following changes were made:

a. A second IBM 836 Key Punch Machine was installed on 19 July 1965.

b. A new Remington Rand Lektriever File was installed on 6 July 1965. The new file eliminated six 5 drawer file cabinets and provided for:

(1) Additional work area.

(2) Adjacent arrangement of the "Lektriever", Xerox 914 and the Remington Rand Kard-Veyor (containing IBM reference cards) which immeasurably increased the speed and ease of filing and reference retrieval.

c. Bruning Electrostatic Copier, Model 2001 - this machine was purchased on 16 Nov 65 to speed up reproduction and dispatch of advance copies. This machine replaced a Xerox 914, previously utilized for the same purpose. The Bruning Copier is faster and is much less expensive to operate. There is some question,



however, relative to the longevity of the copier when exposed to constant 24 hour operation. This question will be a point of comment in the next history.

Prototype Model Tele-Printers. Reference History of 1 Jul 64 - 31 Dec 64 and 1 Jan 65 - 30 June 65. Installation was completed on 13 October 1965. Final installation provided for and/or permitted:

a. Removal of 1278 Offset tandem heads from the four model 2550 Multilith Offset Presses. This reduced maintenance costs, added longevity to the life of the multiliths and established an annual savings of \$3,180.00.

b. Substantial reduction in processing time since the master (with preprinted heading and classification) is ready for reproduction the moment it is torn from the tele-printer.

Top Secret Processing. Top Secret message processing procedures required two designated Top Secret Control Clerks (assigned to each of the three shifts) to receive, record, analyze, reproduce and control all Top Secret messages. The Top Secret Control Clerks were consistently requiring 8 to 16 manhours of assistance from other areas of operation to keep the

advance copies and Top Secret traffic moving. The method suggested and adopted, after careful study, permits the Message Analyst Officer to route the message and run it through the regular processing line to the point of collation. Here the message (with all waste) is taken from the line by the Top Secret Control Clerk for collation, processing and control.

Mail Branch:

Change in Postal Procedures. In October, Mr Nathaniel Diamond, a Postal Services Representative from the Washington City Post Office, visited the Branch to confer with us on the ZIP Code procedures and ZIP Code directives. Fifty copies of the ZIP Code directives were picked up from the Post Office Department warehouse, and distributed to Air Staff mail facilities. The Post Office Department furnished the Branch with two distribution mail racks for sorting outgoing mail. These racks are used to speed up the dispatch of outgoing mail, and are labeled according to the Post Office Department ZIP Code mail scheme. Mr. Henry, an employee of the Post Office Department, instructed our personnel in the operation of the new system.

Re-location of the Auditor General, USAF. The Auditor General moved from the Washington area to Norton AFB, California in July 1965. Reciprocal rotary lock pouch service was set up to

transmit mail between that office and this Headquarters. A liaison office and the Resident Auditor remained in the Pentagon.

Group Mail. Mail received in the Branch intended for AFPMC (Military Personnel) and AFPMR (Directorate of Personnel Resources and Distribution), Randolph AFB, Texas is dispatched daily via lead seal pouches.

A new procedure is now utilized to dispatch correspondence to the Air Force Publications Distribution Center in Baltimore, Maryland. All letters received in the Branch are grouped and dispatched via registered mail, thus assuring this Headquarters of more expeditious service.

Increased Mail Service Within the MDW. The Interbuilding mail service section added several stops to their existing runs during this period: AFXSAI, AFXPDI, and AFCVD in Annex 2; AFOSCOM in Tempo E; and AFAAFF in Building 626, Bolling AFB. New runs were established for: AFOMOB and AFESSEC in the Vanguard Building, 21st and "L" Streets, N.W. and Air Operations of the Military Aide to the Vice President, MAC Terminal, Washington National Airport. These offices are serviced several times daily, with no increase in personnel.

Mail Counts. A special mail count was conducted in the Branch

during July to determine if the workload had dropped since the move of the Director of Military Personnel and Military Personnel Records Division to Texas in June. There was no noticeable difference in the mail.

A comparative mail count revealed that approximately 7,722,000 pieces of mail were handled during this period with a daily average of 64,100 pieces; daily weight of mail was approximately 17,050 pounds. The last reporting period showed 7,788,120 pieces of mail handled with a daily average of 64,901 pieces and a daily weight of 15,045.

Document Security Branch:

Security and TDY. During the reporting period two security inspections were conducted by AFDAS appointed inspectors. Special note was made of the security motivation shown by branch personnel.

Major Joseph J. Student and MSgt Boyd Cutwright performed an inspection and administrative staff visit to AJCC on 9 Nov 65.

Workload. The Top Secret Control Section handled during this period a total of 349 Top Secret documents, 12,000 nicknames, 600 code words, and destroyed 45 documents. The Roster of Top Secret/COSMIC/SEATO/CENTO Control Officers was published and

issued monthly during this period.

The USAF Sub-Registry processed a total of 4,900 NATO documents, 240 CENTO documents, 245 SEATO documents and destroyed 425 documents.

The Document Security Branch Field Extension (AJCC) had a total of 1,828 package transactions, 3,883 documents received, 117,801 change postings, 3,261 new documents, and 2,746 documents destroyed or returned. Current inventory of documents accounted for by this section now totals 7,655.

## CHAPTER 6

PRESENTATION DIVISIONGraphic Arts Branch.

The ability of the Graphic Arts Branch to provide effective presentation aids of the highest quality is confirmed in the following expressions of appreciation received from offices throughout the Air Staff:

Letter, dated 3 August 1965, Lt Colonel Richard A. Bassler, Special Assistant to the Director of Data Automation, "The Directorate of Data Automation has been conducting an extensive series of briefings on data automation for the Assistant Secretary of the Air Force for Financial Management, Mr. Leonard Marks... The design and manufacture of visual aids for these briefings required the highest order of graphic arts skill, frequently on short notice. Included in the processing of these visual aids there have been numerous requirements for photographic products of a highly complex nature. Despite the demanding nature of this photographic work, Mr. Wilbur Wheeler and Mr. John Johnson of your Photographic Laboratory produced outstanding products to meet our extremely short deadlines..." It appears from my association with these gentlemen that the phrase 'can't be done' is not in their vocabulary. Every

requirement levied on them was met precisely." Mr. John A. Lang, Jr., Administrative Assistant to the Secretary of the Air Force, in his letter of 20 August 1965, speaking for Mr. Zuckert, expressed appreciation for the Arnold Air Society Zuckert Award designed by a member of the branch: "On 17 August, Secretary Zuckert selected the "Starburst" of polished chrome on a veined carrara marble base to be the award... "He has asked that I extend his thanks and appreciation for the conscientious and imaginative work done by the personnel of the Presentation Division, with a special note of commendation to the very talented A/1C William A. Weckesser."

Presentation support of a priority AFRDQ classified project prompted these comments from Brigadier General Kenneth C. Dempster, in his letter of 1 September 65: "I welcome this opportunity to express my personal appreciation to Mr. Raymond E. Lentz... "Mr. Lentz, through the diligent exercise of his outstanding talent and imagination, furnished my Directorate graphic presentation aids which were of immense value and assistance to me and to my staff." In his letter to the Director of Administrative Services, dated 15 September 1965, Brig. General George M. Johnson, Jr., made the following comments: "The continuing cooperation and assistance provided by the Presentation Division

of your directorate is most noteworthy and deserving of recognition. The most recent example of this was on 14 September 1965 when this directorate required prompt preparation of charts for a briefing scheduled for the Chief of Staff on 15 September. Mr. Samuel A. Sullivan and his staff responded promptly and effectively...."

These are but a few examples of the effectiveness of the support rendered by the Graphic Arts Branch. In addition to the "Instant Reaction" graphic service, significant accomplishments were made in the area of "team concept." Upon receipt of a letter from General Thomas P. Gerrity, Deputy Chief of Staff, Systems and Logistics, dated 1 June 1965, directing that "Key Directorate personnel attend a short course given by personnel from the Presentation Division, AFDAS..." work was started on the preparation of a "Briefing on Briefings." The Acting Chief, Presentations Branch, Mr. Tom K. Cuning, assisted by a branch writer Mr. Edward C. Cummings and Chief Graphics, Mr. Sullivan, gave nine of these briefings for Systems and Logistics personnel. In addition to the briefings for Systems and Logistics, one was also given for personnel from AFDAS on 3 December 1965.

Working with Colonel Edward R. Fallon, Jr., USAF, Mr. Tom K. Cuning assisted in nearly all of the writing done by the Ad Hoc Committee on DOD Directive 4100.35 - "Material Readiness Through



Logistic Support." This was a Joint Chiefs project with an Air Force Officer in charge.

During this reporting period, the division provided posters for the Protestant worship services on the concourse. Mr. Charles Gilchrest and Colonel Thomas J. Rogers, Assistant to the Inspector General for Inquiries and Complaints, and President, the Protestant Men of the Pentagon, collaborated on copy which was laid out and illustrated by a Special Project's illustrator. A souvenir folio of these also was produced as Christmas gifts to the chaplains.

A final review and editorial polishing was given the Civilian Personnel Book. It was then designed and illustrated by a member of the Special Projects Branch, Mr. A. Nelson Davis.

At the request of Brig. General Edward B. Giller, Director of Science & Technology, a writer-designer team prepared a certificate of Admiration: for presentation to wives of officers being transferred from the Pentagon after having completed their tours, and to be awarded the Air Force Commendation Medal. A similar certificate was prepared for use by Lt. General James Furguson, DCS/R&D.

At the direction of the Air Force Military Assistance Directorate (AFSMSB), "An Informational Program for Foreign Air

Force Trainees in the United States" was planned. In accordance with its theme "Make Friends... Gain Partners." a billboard type display was planned to create an interest in the program on the part of military personnel and their families, as well as the people in the communities in or near those Air Force Bases in which Air Force Foreign Students were located.

In connection with this program a 35-page booklet, was prepared which will serve as "an action guide to assist Commanders and their Foreign Training Officers in obtaining cooperation from Air Force people and the civilian community for the "Make Friends...Gain Partners" program; to give help in conducting effective public and community relations programs; and give other suggestions and ideas to effect DOD policy..." for this program.

As a result of OSD Memorandum, Subject: "CY 1965 Studies of Air Force General Purpose Tactical Fighter and Reconnaissance Forces (Active/ANG) SSO313," dated 27 February 1965, Mr. Fitzhugh Ellison, a staff writer was assigned to work with an AFGOA Study Group to analyze the respective effectiveness and availability of Active and ANG Tactical and Reconnaissance Forces.

Mr. Ellison assisted in rewriting, editing and arranging the report of the studies. An interim report was issued on

15 October and the rough draft of the final in Mid-November. The final report, including figures, charts and appendices, contains approximately 360 pages. Publications of 75 copies was set for 15 December 1965.

For the second reporting period in a row, Mr. Tom K. Cuning was assigned the task of writing a script for a motion picture to be used in connection with the continuing campaign to sell Air Force Village to Officers and Officer families throughout the Air Force.

The Presentation Division was also responsible for the preparation of a Zero Defects Booklet for distribution throughout the Air Staff. It was published as Headquarters Pamphlet 11-1-2, "Zero Defects Supervisor's Handbook, dated 1 Oct 65.

SERVICES DIVISIONPentagon Space Adjustment Program.

The renovation and occupancy of the space vacated by the movement of Personnel activities to Randolph AFB, Texas, was completed during this period. Among the activities moving into enlarged or new office areas were:

Director of Studies and Analysis (Included a 6000 sq ft Study Group Area Complex)	16,000 sq ft
Manned Orbiting Laboratory Project Office	4,600 sq ft
Deputy Director of Operations for Weapons Effectiveness Testing	4,500 sq ft

During the reporting period elements of the following activities were moved out of the Pentagon, in order to meet increased space requirements in other Air Staff and SAF-OS activities:

<u>ACTIVITY</u>	<u>TO</u>	<u>PENTAGON SPACE VACATED</u>
Manpower Management Engin- eering Group - AFOMO	Kay Building	2274 sq ft
Economian Group - AFOMO	Kay Building	1158 sq ft
Engineering Division - AFOCE	Bolling AFB	5844 sq ft

<u>ACTIVITY</u>	<u>TO</u>	<u>PENTAGON SPACE VACATED</u>
Evacuation Division -		
AFMMS	Vanguard Building	918 sq ft
Publications Branch -		
Automation Design Office	Suitland Hall	759 sq ft

The space vacated by the activities listed above was allocated as follows:

SAF-OS	2337 sq ft
AFXPD	4100 sq ft
AFOCC	1158 sq ft
AFOMO	362 sq ft
AFGOA	918 sq ft
AFSTS	759 sq ft

Physical Security.

The Security Branch was monitoring 300 intrusion detection alarm systems on 31 December 1965. This represents 191 systems in Hq USAF and Office, Secretary of the Air Force (including 7 in Tempo Buildings); 25 in Office, Secretary of Defense; 79 in Defense Intelligence Agency, and 5 in Joint Chiefs of Staff.

Hq USAF Security Force.

Secretary of the Air Force Zuckert presented the Chief, Security Branch, Major Edward A. Petty, with the Air Force Outstanding Unit Award on 28 September 1965 for exceptionally meritorious service in support of military operations by the Hq USAF Security Force during the period February 1961 to September 1965.

Reproduction Equipment Program.

Since the consolidation in May 1965 of three reproduction centers into one center, operating sixteen hours per day, five days a week, twenty-four hour service has been furnished to all Directorates, with no backlog of work in the last five months of the reporting period.

During this period the following reproduction equipment was acquired: Addressograph-Multigraph 705 Photo-Direct Automatic Platemaker, operating trouble free since acquisition; Addressograph - Multigraph 1250 Offset Press and fifty bin Automatic Sorter, replacing those worn out through fair wear and tear; and Model 1937 Addressograph Machine and Model 6481 Graphotype Machine, installed in the Self Service Center, Room 4A 1088, and available for use of the Air Staff after minimum instruction.

In addition to 18,483,319 units of printing purchased from Defense Printing Service at a cost of \$194,484.00, reproduction from our centers during the period totaled:

- (1) Number of jobs - 15,454.
- (2) Number of masters - 114,572.
- (3) Number of units produced - 9,294,148.
- (4) Number of sheets collated - 6,087,605.

Housekeeping Campaign.

A letter was drafted by this office and signed by the Vice Chief of Staff on 20 December 1965, announcing to the Air Staff, and directing the Director of Administrative Services to initiate a Pentagon Housekeeping Program.

Testing of Back-Up Power.

During this period plans were developed and an Electrical Engineer employed from General Services Administration (GSA), to arrange for the testing of Air Force Emergency Back-Up Power during February 1966. A feasibility study to synchronize the four 250 VA Generators with Potomac Electric Power Company had previously been accomplished under GSA Contract GSO 3B-10285. Funds were also requested for FY 68 to provide for future testing on a regularly scheduled basis.

Command Post.

39.

Due to complaints by the Secretary of the Air Force, Chief of Staff and other ranking U.S. Air Force officials, negotiations were conducted with the GSA Pentagon Building Manager for improvement in the appearance of corridors surrounding the Command Post and Operations Areas located in the basement. As a result, all corridors will be up-graded, GSA will install new "Wall Boards" at a cost of approximately \$30,000. and have negotiated a contract to renovate the main corridor at a cost of approximately \$50,000. Both Projects include painting and all funds are being programmed by GSA.



PERSONNEL SECURITY GROUPPersonnel Security Group.

The basic responsibilities and functions of the Personnel Security Group (AFDASI) were again enlarged by including AFNIN and AFISL in the mission. The Chief, Personnel Security Group is now the single manager of the Air Force Personnel Security Program in the Departmental headquarters, as the designated personal representative of the Secretary of the Air Force and the Chief of Staff authorized to determine eligibility of civilian employees and military personnel for access to classified defense information.

Departmental Headquarters Personnel Security Actions.

	<u>Cases Opened</u>	<u>Cases Closed</u>
Jul - Dec 1965	2485	2135
Jul - Dec 1964	1981	2086

Fifteen civilian personnel and nine military personnel were dropped from consideration for employment in Hq USAF during this period because of derogatory information in the investigative file. Three persons (2 civilian, 1 military) were not considered for an ultra sensitive position because of derogatory information in their investigative file.

Special Actions (Name Checks)

Action was taken at the request of the Office of the Secretary of the Air Force, under Executive Order 10501, as amended, to establish trustworthiness of the following:

Seven individuals to research classified Air Force Archives for proposed books, magazine articles, TV scripts, theses, and dissertations.

Seven faculty members of Boston University, working on projects for the Secretary of the Air Force, Office of Information, Academy Detachment, Boston University School of Public Relations and Communications.

Four translators, personnel of a local language service, used by AFDASCA (Terminology Br.) and AFRDQPM (Director of Operational Requirements & Development Plans)

Two individuals (retired military) who attended the Air Force Operations Requirements Briefing for Industry.

One individual who was recommended for the Award of the Department of Defense Medal for Distinguished Public Service.

One person to receive the Exceptional Service Award presented by the Secretary of the Air Force on 10 July 1965.

Special Projects .

A special recertification project was completed on all

civilian employees in which a cross reference letter (Derogatory Information) had been sent to AFESSCC (Secretary of the Air Staff) imposing assignment restrictions.

A special personnel security inventory and recertification project on all mobilization assignees in the Departmental headquarters was completed.

At the request of the Director, AFSPD, (Director of Production) the Chief, Personnel Security Group conducted a series of lectures in that Directorate to assist in eliminating their administrative security violation rate. A letter of appreciation was received (Atch 1).

Zero Defects Program.

On 28 October, a Zero Defects Program was initiated. The Deputy Chief, Personnel Security Group was appointed as the Chairman of the Group Zero Defects Council, and also as recorder of the AFDAS Council. The program was started by motivating all Group personnel and encouraging them to sign the Zero Defects pledge cards. 100% participation was received. The program was well received by the personnel of this Group as reflected by thirteen (13) suggestions to eliminate potential errors. An aggressive program was realized and will be continued to be realized within this group.

Presidential Support Activities (AFR 205-35) .

A noteworthy area of improvement was apparent within the administration of requirements for the selection of USAF personnel assigned to Presidential Support Activities. This Group noticed weak areas in the program, in that the Major Air Commands were not complying with the regulation. A report was instigated by AFDASI and corrective action was directed to the Commands by AFISL. (Director of Security & Law Enforcement) The program is now functioning smoothly. AFDASI has been complimented by the Armed Forces Aide to the President on the fine performance being rendered by the Air Force, in comparison with the Army, Navy and Marine Corps.

A total of 594 personnel are on the Presidential Support Activities Roster. Of these, 110 have been approved by this Group and respective commands notified. 121 cases approved by this Group have been forwarded to the White House for review. AFDASI has eliminated 36 individuals from the program because of unfavorable suitability information.

Administrative and Personnel Changes.

Mr. William Muller, Chief, Documentation System Division, retired on 30 December 1965. At the end of the reporting period, Mr. William E. Boucher, Assistant Division Chief, was performing the duties of the vacant position pending appointment of a replacement.

Lt Colonel Harold A. Schlipf, Chief, Orders Branch, was reassigned to SHAPE effective 1 Nov 1965. Major James S. Nash assumed duty as Chief of the Orders Branch during the period 1 Nov 1965 through 31 Dec 1965.

Lt Colonel Leonard E. Bogusz reported for duty in the Mail Branch in October, and assumed the duties of Branch Chief in November, vice Major James S. Nash who retired in December. Mr. Archibald Talbert, Mail Branch, retired effective with the close of business on 30 December 1965, after 29 years of federal service.

Mr. Hiawatha Robinson, Deputy Chief, Reproduction Branch, retired 30 December 1965, after thirty-nine years of federal service. As of 31 December 1965 this position was not filled.

Organizational changes in the Presentation Division were as follows: The writers of the Presentation Branch were moved

into Room 5E 223. The entire writing staff was consolidated into one Branch, to be called the Writing Branch. Three writers are now located with the Division Chief in Room 5E 181, three more in Room 5E 223.

The Conference and Equipment Scheduling function, with the conference scheduler, was returned to the Projection and Conference Services Branch, and is physically located in Room 5E 240.

The Conference Reporter, Mr. Nicholas Blana, is now located with the Branch Chief in Room 5E 229.

The illustrators assigned to the Special Projects Branch were incorporated into the Graphic Arts Branch, forming a new section. The Branch was expanded from three to four sections, A, B, and Section D. The typing section and supply function, which had been placed in the Support Unit, were returned to the Graphic Arts Branch. The reception area was manned by one member of the Support Unit.

The reorganization necessitates remodeling of the entire Division. Work orders and plans have been completed, and upon receipt of the Management Survey Report, the necessary construction will be accomplished.

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON 25, D.C.



TAB  
1

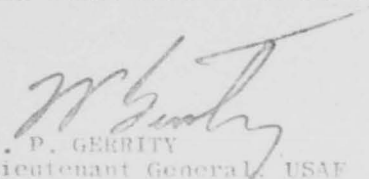
AFSDC

1 June 1965

Improving Oral Presentations

Each Director, Assistant For, and Chief of Comparable  
Office, DCS/Systems and Logistics

1. A concentrated effort will be made immediately to improve the quality of briefings by DCS/S&L personnel. The goal is that every briefing will be a professional type presentation. Even though we do not have "Professional briefers" in this Department, techniques relevant to professional type briefings can be acquired by DCS/S&L personnel with time, effort and practice.
2. The very nature of an Air Staff job carries with it the requirement for excellence in the art of oral communication. In a large measure, the degree of our success is dependent on how well our people prepare and effectively present their material in a clear, concise, and confident manner. In this area particularly, nothing but our best efforts are acceptable.
3. Attached to this letter are recommendations made by a DCS/S&L Study Group for improving our briefing expertise. If these recommendations are used and given the necessary management attention, an immediate and long term improvement in DCS/S&L briefings will result. Your personal attention to this vital area is desired.

  
T. P. GERRITY  
Lieutenant General, USAF  
Deputy Chief of Staff,  
Systems and Logistics

atch 1

RECOMMENDATIONS FOR IMPROVING ORAL PRESENTATIONS

1. Maximum use will be made of the services offered by the Presentations Division, AFDAS. (ACTION: ALL DIRECTORATES)
2. Key Directorate personnel will attend a short course (1 to 2 hours) given by personnel from the Presentations Division, AFDAS, which includes services available (writing, critiquing, rehearsing, graphic aids, etc), and examples of good and bad techniques. This presentation may be scheduled at a time and place convenient to the Directorate by calling the Chief, Presentations Division, direct. (ACTION: ALL DIRECTORATES)
3. All available material on oral presentations will be obtained in sufficient copies for distribution to Directorates for reference material and appropriate training. (ACTION: AFSDC-M AND ALL DIRECTORATES)
4. The availability of short courses on graphic aids will be determined and this information provided each Directorate. (ACTION: AFSDC-M)
5. Publish a guide on critiquing techniques and distribute to all key personnel. (ACTION: AFSDC-M)
6. Monitor closely the capability and expertise of the central graphic facility to support DCS/S&L requirements on a reasonable basis. If at any time this facility cannot meet your standards or provide adequate support, this fact should be brought to top management attention for action. (ACTION: ALL DIRECTORATES)
7. Encourage personnel to participate in off duty hours self improvement efforts in this area. (ACTION: ALL DIRECTORATES)

*John / to catch /*



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.



TAB  
2

REF ID: A6308

3 August 1969

Letter of Appreciation

Chief, Presentation Division  
Directorate of Administrative Services - ANDAS

1. The Directorate of Data Automation has been conducting an extensive series of briefings on data automation for the Assistant Secretary of the Air Force for Financial Management, Mr. Leonard Marks. The same series of briefings, thirteen sessions of ninety minutes each, will also be given to the Vice Chief of Staff and the Deputy Chiefs of Staff.

2. The design and manufacture of visual aids for these briefings required the highest order of graphic arts skill, frequently on short notice. Included in the processing of these visual aids there have been numerous requirements for photographic products of a highly complex nature. Despite the demanding nature of this photographic work, Mr. Arthur Wheeler and Mr. John Johnson of your Photographic Laboratory produced outstanding products to meet our extremely short deadlines.

3. Mr. Wheeler and Mr. Johnson were not satisfied to simply photograph the slides given them, but analyzed each problem in view of the use to which it was to be put and made numerous constructive suggestions on the techniques and procedure, resulting in a superior product.

4. It appears from my association with these gentlemen that the phrase "can't be done" is not in their vocabulary. Every requirement levied on them was met precisely. I would like to express my deepest appreciation for the fine service that has been rendered by you in the Presentation Division.

*Richard A. Bassler*

RICHARD A. BASSLER  
Lt Colonel, USAF  
Special Assistant to the  
Director of Data Automation

*atch 2*

DEPARTMENT OF THE AIR FORCE  
WASHINGTON

OFFICE OF THE SECRETARY

20 AUG 1965

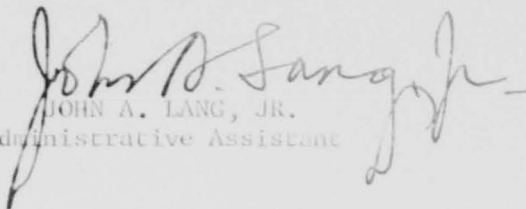
MEMORANDUM FOR DIRECTOR OF ADMINISTRATIVE SERVICES

SUBJECT: Arnold Air Society Zuckert Award

In April 1965, at the Arnold Air Society awards banquet, Secretary Zuckert announced the establishment of the Eugene M. Zuckert Award for "furtherance of professionalism within the Department of the Air Force."

In May, the Chief of your Presentation Division submitted seven award design proposals for review by Secretary Zuckert. Two of them appealed in part to him, but he asked that they be redesigned and offered suggestions for doing so. Subsequently, Airman First Class William A. Weckesser, the designer of the two proposals, submitted six additional variations of those two designs.

On 17 August, Secretary Zuckert selected the "Starburst" of polished chrome on a veined carrara marble base to be the award. He has asked that I extend his thanks and appreciation for the conscientious and imaginative work done by the personnel of the Presentation Division, with a special note of commendation to the very talented Airman Weckesser.

  
JOHN A. LANG, JR.  
Administrative Assistant

alch 3

TAB  
3

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D. C.



REF ID: AFRDQ

1 SEP 55

SUBJECT: Letter of Appreciation

TO: AFDAS

1. I welcome this opportunity to express my personal appreciation to Mr. Raymond E. Lentz, of the Directorate of Administrative Services for his superior support of a priority AFRDQ classified project of great potential impact on the U.S. Air Force. Mr. Lentz, through the diligent exercise of his outstanding talent and imagination, furnished my Directorate graphic presentation aids which were of immense value and assistance to me and to my staff.
2. Mr. Lentz was most cooperative in every respect and his ability to correctly analyze and portray the salient points under consideration contributed in large measure to the successful impact of the presentation. Please convey to Mr. Lentz my personal appreciation for his very fine contribution to this project.

KENNETH G. BENNETT  
Major General, USAF  
Deputy Director  
Operational Requirements, DCS/OSD

atch 4

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D. C.



DEPT. OF THE AIR FORCE  
ATTN: AFMS

15 Sep 1965

SUBJECT: Expression of Appreciation

TO: AFDAS (Colonel Robert J. Pugh)

1. The continuing cooperation and assistance provided by the Presentation Division of your directorate is most noteworthy and deserving of recognition. The most recent example of this cooperation was on 14 September 1965 when this directorate required prompt preparation of charts for a briefing scheduled for the Chief of Staff on 15 September. Mr. S. A. Sullivan and his staff responded promptly and effectively.
2. Please convey my personal appreciation and that of the personnel in the Directorate of Military Assistance to all the individuals concerned for their outstanding performances.

A handwritten signature in cursive script, reading "George M. Johnson, Jr.", is written over the typed name.

GEORGE M. JOHNSON, JR.  
Brigadier General USAF  
Director of Military Assistance, DCS/S&L

*atch 5*

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D. C.



REPLY TO  
ATTN OF AFSPD

4 NOV 1955

SUBJECT Letter of Appreciation

AFDAS (Col Pugh)

1. For our annual Directorate Security Orientation Briefing, we were fortunate to secure the services of the Chief of your Personnel Security Group, Major Edward A. Petty, FR44645, as our principal speaker.
2. Although other commitments precluded my personal attendance, I have been informed by many who did attend that Major Petty gave a most informative and enlightening speech on security practices and procedures.
3. I want to express my sincere appreciation to Major Petty for a most commendable performance.

*Harry E. Goldsworthy*  
HARRY E. GOLDSWORTHY  
Major General, USAF  
Director, Production & Programming

TAD  
6

atch b

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.

9 Nov 1965

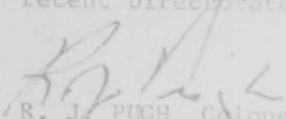


REPLY TO  
ATTN OF AFDAS

SUBJECT Appreciation

TO AFDASI (Major Petty)

It is a pleasure to forward the attached letter from Major General Harry E. Goldsworthy, Director, Production & Programming, DCS/S&L. I extend my appreciation to you for your outstanding performance of duty as the principal speaker at the recent Directorate Security Orientation Briefing.

  
R. J. PUGH, Colonel, USAF  
Director of Administrative Services

1 Atch

Ltr fr Gen Goldsworthy,  
4 Nov 1965

*atch 1 to atch 6*

RETURN TO  
USAF Historical Archives  
ASIIASHAF/AI  
Maxwell AFB, Ala 36112

HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JANUARY 1966 - 30 JUNE 1966

4-3102-19

4-26722

UNCLASSIFIED

11/2/88



HISTORY  
OF THE  
DIRECTORATE OF ADMINISTRATIVE SERVICES  
1 JANUARY 1966 - 30 JUNE 1966

PREPARED  
FOR THE  
USAF HISTORICAL DIVISION LIAISON OFFICE  
BY  
Miss Donatina R. Colachicco

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SECTION I  
ORGANIZATION, FUNCTIONS, AND PERSONNEL

## SECTION I

ORGANIZATION, FUNCTIONS AND PERSONNELFunctions.

The functions of the Directorate of Administrative Services remained as stated in the Organizational and Functional Chartbook, Department of the Air Force.



SECTION II

ACTIVITIES

## CHAPTER I

### POSTAL & COURIER ACTIVITIES

#### Postal and Courier Organization

The most significant change in the organization of the postal and courier functions occurred on 27 June 1966. The change includes constitution of:

- a. Hq USAF Postal and Courier Service
  - USAF-US Postal and Courier Region
  - USAF European Postal and Courier Region
  - USAF Mid-East Postal and Courier Region
  - USAF Pacific Postal and Courier Region

- b. The reorganization was designed to effect maximum economy in dollars, materiel and manpower and to provide a centrally controlled worldwide postal and courier network.

#### Postal Transportation

Public Law 89-315 enacted in November 1965 authorizes the airlift of five pound (or less) parcels to and from servicemen in Vietnam. During the reporting period 722 tons of these parcels were airlifted at military expense (\$690,000).

The Assistant Secretary of Defense (I&L) directed a change in the pro rata cost of oversea mail transportation.

Based on oversea troop strengths, Air Force has been paying 35% of the Army-Air Force transportation bill. Effective in FY 1968, Air Force will pay 45%. As the total budget item is \$95 million, the change will cost the Air Force over \$10 million.

## CHAPTER 2

### DOCUMENTATION SYSTEMS DIVISION

#### Evaluation of Air Force Paperwork Systems

General Services Administration began an evaluation of Air Force paperwork management systems on 1 March 1966. This evaluation is authorized by the Federal Records Act of 1950 and the Federal Property Management Regulations which implement it. The basic programs (publications, forms, records, mail and message) are being evaluated at this headquarters and at AFSC and SAC headquarters, and selected field activities of those commands. A preliminary report is expected in August 1966 and the final report by October 1966.

#### Records Management

The records management report for CY 1966 shows a decrease of 53,302 cubic feet of records from the previous report. Our total holdings are 1,504,734 cubic feet. 1,242,429 feet of this amount is in current files areas and 262,305 in local low-cost storage space. Records holdings over the last several years have remained static indicating that we are destroying or retiring to records centers approximately the same amount of records that we are creating, i.e., about 700,000 cubic feet annually. Increased emphasis on applying records

disposal and retirement instructions due to the Presidential moratorium on purchase of new filing cabinets and new and revised procedures and criteria in a forthcoming revision of the Air Force directives on records maintenance and disposition should further accelerate the disposal of noncurrent records.

Documentation Storage and Retrieval

Advancements made in use of mechanized and automated techniques for storing and retrieving documentation prompted issuance of a new Air Force regulation on this subject. AFR 181-3, Documentation Storage and Retrieval, 5 April 1966, provides instructions and general information on the establishment and use of systems that employ manual, mechanical, electronic, photographic, video, and similar techniques to index, store, select, or retrieve documents or copies of documents. The new regulation includes the applicable provisions of, and supersedes, the Air Force manual on microfilming.

## CHAPTER 3

SUPPORT DIVISIONTerminology Section

The value and importance of international terminology standardization was emphasized with the successful completion of two conferences during the January to June 1966 period: The annual NATO Terminology Conference - the ESN portion held in London, 29 April through 6 May, and the ESN/FSN portion held in Washington 17 through 24 May 1966; and the 10th meeting of Working Party 85 held in Washington on 25 May 1966. The Central Treaty Organization (CENTO) has published the CENTO Glossary of Military Terms and Definitions (CENTAMP-6) which will be implemented in AFM 11-1, AF Glossary of Standardized Terms & Definitions. The US, while not a member, has formally joined the Economic, Military and Counter-subversion Committees of CENTO. As resolved at the 1966 NATO Conference, the Military Agency for Standardization (MAS) Terminology Coordinator will explore possibilities for achieving effective terminology coordination with SEATO and CENTO. The Joint Command and Control Requirements Group (JCCRG) of JCS has levied a heavy requirement on the Air Force, the Services, and JCS for

achieving standardized and compatible terms, definitions, code words, etc., for all-Service use in Joint operations, especially as used in the Worldwide Military Command and Control System. This is based on requirements as developed by various Standardization Field Panels on a number of functional and specialized areas, such as Air Intercept, Artillery and Naval Gunfire Support and Close Air Support, etc.

#### International

##### 1. ASCC Working Party 85.

a. There are now 64 terms and definitions from various sources being considered within the terminology channels of Working Party 85. They are at various stages of consideration and resolution in the services' staffs of the respective nations; or are being reconsidered by the respective Working Parties at the request of Working Party 85.

b. The First Annual Supplement to AAP-6E was received in Working Party 85 channels. A comparison was made between this Supplement and ASCC Air Standard 85/1B. Changes to existing Working Party 85 terms required as a result of this comparison were discussed and resolved at the 10th Meeting of Working Party 85.

c. Approximately 900 NATO-approved terms were considered for possible inclusion in ASCC Air Standard 85/1.

d. A new Project 85-130 was established containing 94 terms selected from ESN Agreed Terms Lists 29 and 30 for possible inclusion in ASCC Air Standard 85/1. These were discussed at the 10th Meeting and it was agreed that they should be included in the next revision of 85/1.

e. A review of the methods of work, procedures, terms of reference, pending terms, etc. for Working Party 85, revealed that a one-day meeting would be appropriate. The meeting was held on 25 May 1966, in Washington, following the ESN/FSN NATO Terminology Conference.

(1) The US proposed rewording of paragraph 2 of the Methods of Work to clearly identify sources of terminology recommendations. This was not a change to the Methods of Work; instead, it delineated the procedures which have been followed for some time. In connection with the discussion on this item, the RAF Coordinating Member stated that he did not feel that the objective of Working Party 85 was to produce a dictionary, but to produce a limited distribution document to be used in correspondence between specialists. The same term



in the ASCC Glossary can appear with a different definition in the NATO Glossary, and still be ratified by the UK because of its differing application. In the UK, ASCC Air Standard 85/1 is being used between specialists in the Working Parties only, but the NATO Glossary is implemented in a national document. The RAF Coordinating Member further stated that a need must be established for accepting a term and definition in ASCC Air Standard 85/1. It must be required by Working Party members to communicate with other Working Parties. In the UK, ASCC Air Standard 85/1, as such, is not implemented in any national document. It does not cover the broad spectrum of air operations, but what experts and specialists feel is necessary to communication. The RAF Coordinating Member stated that the other UK services do not give national approval to ASCC Air Standard 85/1, and subscribe to it for Working Party communications only. He also remarked that the rewording of the Methods of Work would serve to further broaden the scope of Working Party 85.

The RAAF Representative pointed out that Australia and New Zealand do not have official access to NATO terminology documents. ASCC Air Standard 85/1 and other ASCC and SEATO agreements are implemented in their national documents. They

have experienced very few problems to date in agreeing on terms and definitions being proposed, because adequate ground work has been done by the UK and US. Recommendations for the NATO Terminology Standardization Program cannot be submitted by Australia and New Zealand, because submissions must come from NATO member nations. Any broadening of the scope of terms for the ASCC Glossary does not result from wanting to enlarge the Glossary, but because of the increase in member nations in the ASCC and the fact that ASCC Air Standard 85/1 is a significant input source for non-NATO members in the ASCC. In replying, the Chairman stated that the Objective of Working Party 85 is to produce and publish standardized terms and definitions that will help achieve mutual understanding and effective cooperation among the member Air Forces. This is important, since rapid and understandable communications are synonymous with international standardization. The Chairman also noted that the ASCC can subscribe to other military and civil glossaries without actually printing them. In instances such as this, a bibliographic reference would be made in the ASCC Glossary to the particular document involved. The ASCC Glossary is actually global in scope as opposed to the regional usage ascribed to those glossaries published by NATO,

SEATO, etc. It was finally agreed that paragraph 2 of the Methods of Work would be revised as recommended by the US. It was also suggested that the RAF review the policies and procedures being applied within the UK on ASCC terminology matters.

(2) The meeting produced the following results on individual terms:

- 424 - Terms and definitions agreed.
- 2 - Terms rejected.
- 49 - Terms deferred for further processing.
- 15 - Terms on which action was suspended.
- 60 - Terms withdrawn from further consideration.
- 16 - Approved changes to current terms and definitions.

## 2. North Atlantic Treaty Organization (NATO)

a. The ESN Terminology Conference was held in London, England, from 29 April through 6 May 1966. On the proposals regarding various procedural matters, the following decisions were made:

(1) In the future, ESN correspondence will be forwarded direct to MAS as the control point, with an action

copy to the other ESN country. The Terminology Coordinator will then forward MAS comments as appropriate. Responsibility for control rests with MAS. MAS proposals forwarded to the ESN after 1 December of the year preceding the ESN conference will not be placed on the agenda for the immediately following annual conference. National comments should be received by the ESN not later than 60 days prior to the conference.

(2) MAS will continue to send lists which will show that terms have become ESN, FSN, ESN-FSN or NATO agreed.

(3) The Terminology Coordinator will explore possibilities and feasibilities for achieving effective terminology coordination with CENTO and SEATO. MAS will make appropriate reports and recommendations to the ESN committees.

(4) Correspondence will be sent by air mail, where possible, to reduce the delay in mail communications.

(5) MAS will request that agencies proposing new terms include a rationale as to why the proposed term should be included in AAP-6, the NATO Glossary.

(6) When a proposed term has been amended or changed to a new term, the originally proposed term will be shown on a Rejected Terms List with an explanatory note showing the new

terms.

(7) The publication of Rejected Terms Lists will be quarterly.

(8) A revision of Proposal List format, as submitted by the UK and amended by the US, will now be used.

Regarding the proposal of the UK to eliminate or withdraw highly specialized, technical or unnecessary terms, the following was agreed: Each nation can make a proposal to update AAP-6 terms. UK and US decided to review AAP-6 for accuracy, currency and consistency (the US beginning with letter A, and the UK with letter Z, to preclude duplication of effort).

It was resolved that, in lieu of continuation of supplements to AAP-6, the MAS Terminology Coordinator should publish complete revisions as required, preferably on an annual basis. The MAS will furnish ESN/FSN agreed terms to all NATO nations for comment. A format showing how new proposed changes should be made is to be inserted in future publications of AAP-6.

Resolutions on specific terms and definitions were as follows:

	<u>Approximate No.</u>
Total number of terms and/or definitions considered	625
Terms on which agreement was achieved	400
Terms deferred for further study	25
Terms dropped from further standardization	200

The next ESN Terminology Conference is scheduled for London in the Spring of 1967.

b. The Combined ESN/FSN Terminology Conference was held in Washington from 17 through 24 May 1966. Discussion of AAP-6E resulted in the following agreements:

(1) It was the unanimous position of the delegations that publication of supplements to AAP-6E is not desirable.

(2) The next edition of AAP-6F would be issued effective 1 January 1967, using the present format of AAP-6E.

(3) The NATO Terminology Coordinator would study the feasibility and ramifications of changing the format of AAP-6 to a truly loose-leaf document, and is to make a report at the 1967 Terminology Conference.

Discussion of procedural matters within the NATO Terminology Program resulted in the following agreements:

It was agreed as a matter of policy that in processing

new terms, the use of qualifiers would be avoided wherever possible. Where the definition of a given term was highly restrictive, the use of a qualifier would be considered warranted. However, as additional definitions were developed for such a term, the qualifier would be dropped.

The English Speaking Nations advised of their plan to review the English portion of the AAP-6 with a view toward updating it, and in this review, the use of qualifiers would come under automatic review. The French Speaking Nations agreed to study such recommendations as may result from the review.

The next annual ESN/FSN Conference is scheduled to be held in London during the latter part of May or early June, 1967.

### 3. Central Treaty Organization (CENTO)

The CENTO Glossary of Military Terms and Definitions (CENTAMP-6), dated November 1965, was reviewed. These terms have now been appropriately annotated, both on the Master Index Control File and the AFM 11-1 manuscript, and will be reflected as CENTO approved in the next edition of AFM 11-1.

The Joint Military Terminology Group also reviewed the

CENTO Glossary, and UK relationships with CENTO. The US, while not a member, has formally joined the Economic, Military and Counter-subversion Committees of CENTO. The UK is a formal member of CENTO. At the 1966 ESN Terminology Conference, it was agreed that the MAS Terminology Coordinator would explore possibilities for achieving effective terminology coordination with CENTO, and also SEATO, and would make appropriate reports and recommendations to the ESN committees.

#### C. JOINT

The galley proofs of the Joint Dictionary (JCS Pub 1) were reviewed and recommendations were made for several minor changes and additions to the Foreword. These were accepted. The Chairman of the Joint Military Terminology Group (JMTG), advised that the Editorial Branch of the Joint Secretariat rewrite some of the definitions appearing in the galley proofs. The JMTG discussion which followed resulted in general agreement that the Joint Secretariat had no authority to make any changes without first obtaining the necessary Joint Services Agreement thereto. The Chairman notified the Joint Secretariat accordingly.

The Joint Command and Control Requirements Group (JCCRG) of JCS circulated a study in "Flimsy" (A Joint Staff Office



developed proposal) form for Joint Service, Joint Staff and DOD comment or approval. The purpose of this study was to review and make recommendations to the Joint Chiefs of Staff on reports prepared by the Standardization Field Panels for Air Intercept, and Artillery and Naval Gunfire Support Command and control procedures, terms, and titles. Both panels were charged with the responsibility for developing standard command and control procedures, terms and titles, in their respective areas, for use in the World-Wide Military Command and Control System. Three of the four Draft Memorandums attached to the study contained the following or similar statements: "These reports contain procedures, formats, terms, and titles which have been approved as standardized for all-Service use in joint operations. The terms and titles with their definitions will be published in JCS Pub 1, Dictionary of United States Military Terms for Joint Usage. Objections were made to these statements on the grounds that by DOD Directive 5000.9, JCS Memorandum and JIDM 166-64, the Joint Military Terminology Group (JMTG), J-1 of JCS, is responsible for achieving the necessary agreements to amend or include terms and/or definitions in JCS Pub 1. Therefore the terms

and titles recommended in the two panel reports for standardization should not be considered as approved until addressed to, and processed by the JMTG. The JCCRG did not accept the above Air Force recommendations and circulated a second Flimsy for consideration. Objections were also made to this Flimsy as written, on the grounds that many of the terms proposed for the new JCS publication would conflict with those in JCS Pub 1. In view of this, recommendations were made that the terms be submitted to the JMTG for review. Subsequently, and finally, the JCCRG agreed to submit the terms to the JMTG for consideration, and withdraw the second Flimsy.

#### D UNILATERAL

AFM 11-1, Air Force Glossary of Standardized Terms and Definitions. All major commands, separate operating agencies, and Air Staff offices were requested in early 1966 to submit recommendations for additions, deletions, changes, etc., for the forthcoming revision of AFM 11-1. The major command recommendations were forwarded to Air Staff OPRS for comments and/or coordination. Final comments have been received and the manuscript annotated accordingly. In addition, all the terms approved at the ESN, FSN and ASCC conferences in 1966 will be included, as well as SEATO and CENTO approved terms.

Many of the recommendations received were to change already existing terms, some of which are JCS, NATO, SEATO, CENTO or ASCC approved. The changes which are agreed to by the Air Staff will be processed and coordinated with the other terminology structures involved.

#### E. ABBREVIATIONS

Many abbreviations are extracted from numerous publications and these are also being considered for publication. The extent of their usage will determine whether or not they should be published.

Correspondence from major commands and Air Staff offices regularly requests approval of certain new abbreviations. Among these, a list of 207 abbreviations and their meanings was received from Tactical Air Command. These will be reviewed and coordinated prior to the revision of AFM 11-2 and those of more widespread Air Force usage will be published.

#### F. MISCELLANEOUS

The change from Military Air Transport Service (MATS) to Military Airlift Command (MAC) brought many questions concerning the use of the new designation "MAC" for the Military Airlift Command. It was directed that "MAC" would be the abbreviation for Military Airlift Command and that "MAJCOM" would be the abbreviation for Major Command.

Translation Section

The keynote of the translation's activity under review is furnished by the activities generated by the international, particularly inter-American, conferences.

Such activity was climaxed by the tasks performed for the Sixth Annual Inter-American Air Force Chiefs' Conference, the First Inter-American Air Force Counter-insurgency Symposium, and the USAF/Latin-American Air Forces Medical Conference.

The aforementioned meetings, were the most demanding upon the capabilities of the Section, and other international assemblies, required not only a heavy volume of direct translation effort (over 50% of the total number of words translated by the Section during this period), but, also, an increased amount of non-translation, language-service functions.

In at least one instance the volume of work, as well as the direct cost for contract services, was considerably reduced as a result of AFDASCA's experience and coordinating efforts. We refer to the elimination of the requirements (1) for simultaneous interpreting from and into Portuguese as well as (2) for the translation into Portuguese of the entire final report of the COIN Symposium. The direct cost reduction amounted to \$3,175.00 -- \$675.00 for the interpreting and approximately

\$2,500.00 for the translation requirement.

A new aspect has been introduced in the mission of the Translation Section, that is the review of international agreements, the actual translations of which are performed by other activities.

#### Workload Statistics

##### 1. Translations

a. The following statistics clearly establish the very high volume of translation work performed during the period 1 Jan - 30 Jun 1966:

Requests received.....	635
Pages on hand - 1 Jan 66.....	47
Pages received.....	2,181
Pages returned.....	2,138
Pages on hand - 30 Jun 66.....	90
Total words translated.....	436,891

Of the total of 436,891 words translated during this period, 150,235 words (34.4%) required translation into a foreign language and, of these approximately two-thirds were into Spanish. It is interesting to note that up until 1965, when the total yearly workload increased to approximately

800,000 words as a result of the Inter-American Air Force Chiefs' Conference, the average workload between 1959 and 1964 was 500,000 words per year. Also worth noting is the fact that of the overall total, over 50% (266,186 words) is directly attributable to presentations, reports and verbatim reports of discussions connected with international conferences.

b. The above figures do not include the undetermined volume of translation work performed by an AFDASCA staff member while on TDY in Lima, Peru, prior to and during the Sixth Chiefs' Conference.

## 2. Administrative Support for International Conferences.

During the semester a total of 823½ man-hours were devoted in-house to the captioned effort (including the 20 days TDY at USAFSSO and at Lima, Peru, of an AFDASCA staff member). A total of 18 man-days were expended by professional, contract service interpreters.

## 3. Languages

a. Twenty-one (21) languages were employed in effecting the translations performed by the Section during the period under review. These were:

- (1) Into English from: Arabic, Chinese, Danish,

Dutch, French, German, Greek, Hebrew, Italian, Japanese, Polish, Portuguese, Russian, Serbian, Slovakian, Spanish, Turkish and Vietnamese.

(2) From English into: Arabic, Czechoslovakian, French, German, Hawaiian, Italian, Japanese, Latin, Polish, Portuguese, Spanish and Turkish.

4. International Conferences.

During the reporting period, AFDASCA was called upon to render support, in varying degrees, to six different conferences or meetings. The following, then, is a brief account of this phase of AFDASCA's functions:

a. The Sixth Annual Inter-American Air Force Chiefs' Conference. This year's Conference was hosted by the Peruvian Air Force and was held at Lima, Peru, from 15-23 May. AFDASCA's role in the Conference can be summed up by the following highlights: (1) the one presentation translated into Spanish and into Portuguese by this Section Plus its supporting 128-page USAF study, and the translation into English of the final conference report, (2) the TDY assignment, in response to a request made by AFXPD and the Peruvian Air Force, of one AFDASCA staff member to coordinate HQ USAF/USAFSO translation

and conference organization support at the Lima Conference.

b. First Inter-American Air Forces Counterinsurgency Symposium. The Symposium was held at Eglin AFB, Florida, during 31 January - 3 February 1966. Although originally the OPR had requested AFDASCA to provide only two interpreters, and translation into Spanish of the USAF presentations, events turned out somewhat differently.

The Section provided the following assistance for the Symposium:

- a. Two professional, contract, simultaneous interpreters.
- b. Translation of the 377-page final report of the Symposium, involving a total of 73,800 words (as well as several pages of hand-out material).

Transcription of an English-language tape for translation into Spanish. The interpreter's English text from the Spanish did not lend itself to a smooth, flowing translation and was returned to the project officer for pre-editing.

Retyping of the Spanish-language, Latin-American presentations, approximately 150 pages, on multilith masters to conform to the format of the brochures.

- c. The 1966 USAF/Latin American Air Forces Medical



Conference, was held at Albrook AFB concurrent with the COIN Symposium. The overall task was divided between AFDASCA and the Translation Section of the USAF School for Latin America in the Canal Zone. AFDASCA's share totalled 89 pages (22,325 words) into Spanish. The effort required was intensified by the fact that the texts were replete with medico-technical terminology.

The First Air Force Orientation for Latin American Air Force Chaplains, also held at Albrook AFB during 24-27 May, was an added and unanticipated starter during this reporting period. The only demand made of AFDASCA in support of this meeting was the translation into Spanish of the Senior USAF Delegates 1500-word briefing. It could very well turn out to be, not unlike all other Conference series, an annual one for which the demands for support could increase in future years. This is all the more to be expected since response from Latin American participants was enthusiastic and expressed the hope that similar meetings would be held in the future.

Research and Development Meetings. These meetings are held in conjunction with the cooperative research and development program between the United States and the Ministry of Defense (MO) Federal Republic of Germany (FRG) under the personal

leadership of the Director of Defense Research and Engineering (OSD); AFR 80-12, Research & Development, "Work Unit Reporting System". The Office of the Assistant for Foreign Development (AFRFD) is the Air Force OPR and has asked AFDASCA to provide the regular and periodic assistance of an in-house translator as foreign-language advisor and consecutive interpreter at joint meetings held in Germany or in the United States for one week each month. The foreign-language expert will also be required to help with the exchange of management and administrative correspondence and with technical and legal documents that accompany each new agreement project.

To provide this assistance a new position was established and an expert selected.

NATO-Air Force Advisory Group (NAFAG-3) Conference.

AFDASCA recruited, contracted for and supplied this Conference with both simultaneous and escort interpreting services totaling 9 man-days.

Management Activities.

HOI 11-14, Translation and Interpreting Services.

Translation and Interpreting Services, dated 26 April 1966, was published recently. This revised HOI reflects the broader

scope of the Section's services, and a number of changes have been incorporated to facilitate the understanding of the services available:

a. Paragraph 1, Terms Explained, has been added to facilitate requesters' accurate pinpointing of their requirements.

b. Paragraph 2, What Is Available, reflects the additional function of providing guidance and counsel in the use of language-related services for international conferences.

c. Paragraph 3, Requesting Services, describes in greater detail required procedures with special emphasis on time element. The latter is necessitated by the growing number of requests and the shortage of professional linguists.

DSS/LSB Blanket Purchase Agreement

A change was incorporated by Defense Supply Services (DSS) in the yearly contract drawn up between that agency and AFDASCA's Contract services, the Language Service Bureau (LSB). Under the terms of the Blanket Purchase Agreement (BPA) between above parties, a dollar limitation of \$800 has been imposed on individual translation and interpreting projects, each constituting

"one purchase transaction." Should, for instance, one requirement for interpreting services exceed \$800, irrespective of the number of interpreters involved, AFDASCA must negotiate a separate purchase transaction with DSS. LSB prepares a separate invoice for each separate transaction. Although this special transaction does not come under the regular BPA, the funds are drawn from the same requisition for which the BPA was established. DSS appointed the Branch Chief as Ordering Officer and the Administrative Assistant as alternate. (The above procedures do not apply to contracts negotiated directly with individual interpreters; these are handled separately.)

#### REFERENCE SECTION

Workload Statistics. The following figures are shown for the period under review and for purposes of comparison:

<u>Type of Request</u>	<u>Jan-Jun 1966</u>	<u>Jul-Dec 1965</u>
Retired records	559(1181 rec'ds)	409(821 rec'ds)
Walk-ins	294	319
Telephone	2426	3119
Hand-out materials	4336	3202
Publications	1497	1859
Research	853	748
Referrals to other sources	706	579
Totals.....	10671	10235

Nature of Work

Some of the most interesting cases are reported below:

- a. A request from the Secretary of the Air Force, Office of Information (SAFOI), necessitating a thorough researching of the history of the Air University from its beginning in 1920 at Langley Field to its present status and site at Maxwell Air Force Base.
- b. The Secretary of the Air Force, General Council (SAF-GS), requested complete background information of 23 regulations. The effort expended on this request, including having to locate and obtain most of the materials from the Air Force Retired Records Center, was recognized by the requester in the form of a letter of appreciation from the General Council.
- c. For the Office of The Inspector General (AFISI) all publications relating to tours of duty for airmen were researched and when final compilation was made a member of the requesting office reviewed same and requested a copy of a total of 205 pages of material pertinent to the case in point. Copies were reproduced by Section personnel.

d. The offices of two different United States Senators requested, at different times, identification of the source of a publication which originated at the School of Aerospace Medicine, Brooks Air Force Base, Texas.

Administrative Matters

a. In conjunction with a staff management survey related to the feasibility of the Section's taking over the maintenance of technical orders, a research study was made of background information on the organization, administration, function and tasks of the Technical Order Library. It was determined that the function did not belong to AFDASC; AFESS concurred.

b. In the former semi-annual report AFDASCA reported at length on the Documentation Systems Division's (AFDASB) request that AFDASC assume the responsibility for preparing the yearly letter, to the US National Archives and Records Services, listing HQ and non-HQ Air Force individuals authorized to grant access, obtain information, and approve loans of special-category retired records. As of 31 December 1965, no decision had been made. However, early in 1966 AFDASB agreed to AFDASC's contention that the above function is outside the

scope of AFDASCA-3's responsibility and agreed to continue preparing the list for the Archives.

c. Among the number of additional publications received for distribution against requests was included a supply of full-color reprints of the September 1965 issue of "The National Geographic" featuring the articles, "USAF Power for Peace" by General Curtis E. LeMay and "Of Planes and Men" by Kenneth F. Weaver.

Unit Personnel Branch

Major expansion of the Personnel Data System expanded from a five card format (1963) to a thirteen card format in (1965). This expansion required extensive records research, data collection; coding and key punching - all actions completed on schedule.

Officers are scheduled for reconciling and updating of records by the last digit of their service number.

Assumed responsibility for maintenance of AF Forms 527 "Command Selection Record Group" for OSD and JCS personnel, - Total 470 records.

Projects

The following actions pertaining to Promotions were accomplished:

1. Directorates were notified and promotion orders distributed for officers selected for FY 1966.
2. A list of officers eligible in the secondary Zone, for promotion to Lt Colonel was forward to the Military Personnel Center at Randolph AFB, Texas. 145 officers were involved.
3. Permanent Warrant Officer promotion criteria was sent to each eligible officer.
4. Four lists of officers appointed in the Regular Air Force were received from DCS/Personnel. These were reproduced and distributed.
5. 79 officers were notified of being passed over for promotion.
6. The Sample Survey Report No. AF-P-3 formerly completed quarterly is now submitted semi-annually per message 615/66 from DCS/Comptroller, Hq USAF.

Personnel Actions

AF Form 11 "Officer Military Record" has been revised in



accordance with AFM 35-9E, "Officer Military Personnel Records System", January 1966; consists of a two page record instead of a four page record. This form will supplement the Uniform Officer Record. General and Colonels' AF Forms 11 will be accomplished first, leaving the others to be reaccomplished during the routine records check.

HOI 31-4 "Access to Officer Personnel Records Maintained in Unit Personnel Branch" has been rewritten, implementing policy of DCS/Personnel regarding access to Command Section Folder (AF Form 527) of Colonels assigned to HQ USAF.

HOI 36-8 "Awarding Category "A" Favorable Communications" has been revised to conform with AFM 900-3 "Decorations and Service Awards".

Two publications, HOI 36-14 "Personnel Classification" and HOI 36-22 "Duty Assignments" have been consolidated into one publication giving a new subject and number HOI 36-19 "Personnel Actions", thus bringing it up to date with the needs of assigned officer personnel.

#### Orders Branch

Consistent with the responsibility of the Directorate of Administrative Services, under the direction of the Chief,

Support Division, and in coordination with interested Air Staff Agencies, this office establishes policies pertaining to the publication of administrative orders throughout the Air Force and Issues Department of the Air Force administrative orders.

1. The number of actions accomplished by each category and series of orders during this period is as follows:

Special Orders

Series AA (Promotions, reassignments, recall to and release from extended active duty, etc.) ..... 779

Series GA (HQ USAF Organizational actions, awards, unit citations, etc.)..... 46

Series MA (Appointment of Boards and Committees, investigating officers, Class A&C agent finance officers, etc.)..... 141

Series TA (Overseas TDY of military and civilian personnel, blanket, repeated and permissive TDY, invitational travel and transportation authorizations, etc.)..... 1706

Series TB (TDY of military and civilian personnel within the continental US)..... 5304

Reserve Orders (Short tours, retirements, discharges, etc.)..... 31  
Total..... 8007

2. Interim Change 4, to AFM 10-3, "Administrative Orders", was sent to all Major Commands, 4 March 1966.

3. Interim Change 5, AFM 10-3, sent to all Major Commands, 6 June 1966. This change involved revisions to procedures for

citing fund citations and Transportation Account Codes. It also established procedures for using "effective dates" on (PCS) Permanent Change of Station (not involving (PCA) Permanent Change of Station of Assignment.

## CHAPTER 4

PUBLISHING DIVISIONCost Reduction Savings

Substantial savings resulted during the period 1 January - 30 June 1966 from two permanent cost reduction program projects Projects "BOWIN" and "NIBS" - which were initiated by the Publishing Division in FY 1964.

Under Project "BOWIN" (Buy Only What Is Needed), the Publishing Division conducts extensive reviews of quantitative requirements for Air Force publications and forms. Requirements are monitored continuously to reduce Air Force-side stock levels. The types of forms and publications - both existing and proposed - are carefully reviewed to eliminate those that are not needed; the frequency of issuance of recurring publications is closely monitored, analyzed, and reduced whenever possible; and all procurements are reduced to minimums essential to mission effectiveness. Efforts under this project produced "hard" savings of \$3,800 and cost avoidance savings of \$1,300.

Project "NIBS" (Nip In The Bud Study) is designed to reduce the cost of publications and forms during the development phase. Under this project, the Publishing Division aggressively applies the technique of "value analysis" in the creation,

content, and format development, and editing phases of each new requirement for publications or forms - as well as to each proposed revision. First, the need (essentiality) for a new proposed publication or form is critically evaluated. If it is agreed, in consultation with the publication or form sponsor, that the proposed action is not clearly essential to mission effectiveness, the development process is terminated. If the proposed directive or form is determined to be essential, "value analysis" principles and techniques are then employed to reduce the total cost of the issuance. Project "NIBS" produced "hard" savings of \$465,600 and "cost avoidance savings" of \$26,100.

Establishment of An Advanced Systems Planning Team (ASPT)

During the Second Quarter, Fiscal Year 1966, Air Staff approval was granted to form the Advanced Systems Planning Team (ASPT). The Team was placed under the direct control of the Chief, Publishing Division, with personnel authorizations as follows:

1. Computer Equipment Analyst (GS-0334-14)
2. Publications Systems Analyst (GS-0301-13)
3. Printing Specialist (GS-1654-13)
4. Computer Programmer (GS-0334-11)

The first space was a new authorization; the other three were reallocations from AFDASD resources. In March 1966, personnel were assigned against the reallocated positions and physical space and essential office equipment were made available to the Team.

During the first several weeks of the Team's existence, considerable time was spent in consultation with Government Printing Office Personnel, attending training courses, reviewing publications for adaptability to automated production, and conferring with Staff agency representatives regarding mechanization of publications. Most notable of the conferences was a two-day session on 4-5 April 1966 wherein the feasibility of automating the production of certain publications for which the DCS/Personnel is Office of Primary Interest was explored. AFM 30-3, Mechanized Personnel Procedures, Personnel Data Systems - General, dated 1 September 1965, was selected as the first publication for mechanization. The Office of Plans and Requirements, DCS/Personnel, with input from the ASPT, has developed a Data Automation Proposal covering mechanization of AFM 30-3.

On 24 May 1966, a meeting was held with personnel of the

Directorate of Accounting and Finance (AFAAF) to discuss the feasibility of ultimately producing their manuals by Linotron. It was agreed that there should be a continuing exchange of information between the two agencies, with the objective of automating the production of AFAAF manuals at the earliest practicable date. It appears that manuals for which AFAAF is OPR may well be the first complete series to be mechanized.

A study was made of the methods used in the production of AFM 160-24, Department of Defense Disease & Injury Codes. The first edition was printed several years ago from computer print-out which was unsatisfactory due to excess pages and poor legibility. Through use of typesetting, a more desirable item with approximately half the volume was produced at reduced cost. It is planned to produce future editions of the publication by Photon or Linofilm.

The Team participated in the publication of AFM 300-4, Data Elements and Codes. Assistance was given to the Procurement Section in consummating a GPO-established contract for creating camera copy employing the cut and paste method. This will result in improved service at less cost to the Air Force, and will serve needs pending computerization of the publication.

Team studies indicated that AFM 87-3, Installation Directory, lent itself to an automated typesetting system. This manual was presented as a project at an automated typesetting workshop at the Government Printing Office. The initial systems work was begun to adapt the publication to the Linotron, but since the latter will not be operational in the immediate future, it was decided that an interim method of production should be developed for the "66 issue." A meeting was held on 14 June 1966 with representatives of the OPR (Directorate of Civil Engineering) and the Data Services Center to implement the interim system. Minor modifications of the existing data processing system were agreed upon which would produce acceptable camera-ready copy for offset printing. Three modifications will reduce the cost of printing from about \$5,400.00, the cost of the last issue, to approximately \$1,500.00.

A Paper Tape Perforator was requisitioned in April. This machine will initiate the conversion to tape some of the publications for which Publishing Division is OPR.

The ASPT has spent considerable time in drafting and coordinating an Air Force Letter delineating the responsibilities of the Directorate of Administrative Services as



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focal point for advanced technology in the publishing process.

Advancement in Printing Technology

In previous histories, we reported on the procurement of the Lexical-Graphical Composer-Printer (LGCP). The progress on this system at Wright-Patterson AFB continues toward an operational configuration date of 1 July 1967, as follows:

1. The Mergenthaler Linotype Company (MLCo.) paper tape punch keyboard and a Friden Flex-o-writer have been installed and are in operation creating punched tapes to be run through the autofile/autoset routines to establish a system to accomplish unmechanized publications through the linofilm/linotron equipment. In addition, an AFLC autoset grid table corresponding to the MLCo. Keyboard has been developed.

2. In conjunction with the above, different types of paper tape to magnetic tape converters are being researched to determine the kind most feasible and economical to accomplish the task.

3. The systems managers for the three (3) priority implementation systems; i.e., stock lists, technical orders and tables of allowances have been oriented in the merits of the LGCP system. This is preliminary to the LGCP analysts/programmers researching the data system to determine the most

feasible point to "tap" the existing system and to determine the amount of interface required in making LGCP operational. At a later date the systems will be further researched to determine the modifications required to include the necessary LGCP coding into the basic data system, thereby eliminating the insertion procedures required at this time.

Publications Distribution Center Move to Middle River,  
Maryland.

Many of the operational problems so long prevalent in our Publications Distribution Center have been solved. Backlogs have been reduced to acceptable levels, internal processing times for requisitions have been cut nearly in half, and significant improvements have been made in the PDC management data reporting system. All these actions contributed to our goal of rendering a more satisfactory service to our PDOs in the field.

We produced a far more definitive and detailed Statement of Work for inclusion in the FY 68 contract to operate our PDC. We feel this will result in more intelligent bidding by prospective contractors and ultimately produce a more efficient Distribution Center operation.

In connection with the project to convert to the standard

base level supply procedures in Southeast Asia, we completed the first of approximately 18 package shipments destined for various bases in that area. Each package contains the necessary forms and publications to effect conversion and is channeled through a staging area at MDANA for direct air shipment to the selected base.

Due largely to the rapid build-up of Southeast Asia operations and the expansion of automated systems in the Air Force requiring the use of large quantities of forms, we experienced what was perhaps the most acute printing dollar shortage within memory. Many items were set aside and not printed at all, and even more were pushed off on the field to be absorbed by local reproduction.

#### Publications and Forms Obsolescence

Our continued emphasis on the Air Force Publications Obsolescence Program resulted in the rescission of the following number of publications and forms during the reporting period:

<u>Type of Publications</u>	<u>Number Rescinded</u>
AFLs	15
AFMs	11
AFPs	16

<u>Type of Publications</u>	<u>Number Rescinded</u>
AFRs	18
HQIs	8
Forms used AF-Wide	94
Forms used in Hq USAF only	40

Budget and Fiscal Management

The Budget authorization for Departmental Printing for FY 1966 was raised from \$13,843,000 to \$18,700,900. OSD informally recognized the need to raise the subject issue ceiling on printing to accommodate this increase. The major increases were to support Base Level Standard Supply System for UNIVAC, GPO price increases and SEA support. SEA support for the year totalled \$2,763,991.

Instructions for submission of FY 1968 Budget Estimates and resubmission of FY 1967 Financial Plan requirements were issued to all staff offices and commands in January. Departmental Printing requirements were computed and financial plan for FY 1967 was submitted in February, requesting \$22,751,400. During April and May, Command financial plans were viewed. Staff recommendations totalled \$43,137,000, a reduction of \$1,014,000 from the Command requests. The G&M Working Group

recognized requirements totalling \$41,259,000 and in June apportionment back-up was prepared for that portion subject to OSD limitations, \$32,819,000. This exceeded the ceiling, previously established at \$26,000,000, by \$6,800,000. (Exemptions are SEA support, anticipated reimbursement, and classified printing at ACIC and USAFSS.) Hearings were held late in June and although confirmation has not been received, OSD has tentatively recognized a higher ceiling.

CHAPTER 5MAIL AND MESSAGE DIVISIONMessage Branch:

New Equipment. A new IBM Collator, Model 85, Series 50, was installed on 21 April 1966. This model provides for collation of each days cards (at the close of the radio day) providing one deck, filed numerically by originators cite number, into one master deck for the month. Average time now required for reference and/or retrieval is less than one minute.

The durability of the Bruning Electrostatic Copier, Model 2001 - was questionable when exposed to constant 24 hour operation. Since this Divisions report of 31 Dec 65 Manufacturers modifications have corrected the problem and the copier is now considered satisfactory.

Mail Branch:

Postal Procedures. During this period the Mail Branch was revisited by Post Office Department personnel, who determined that all phases of the ZIP Code racks were being carried out satisfactorily. The Air Force supply of ZIP Code directories are being stocked at PDO 4008, Bolling Air Force Base. Requests for copies should be made directly to the Publications Distribution Office.

Increased Mail Service. The Interbuilding mail service section added several stops to their existing runs during this period and showed a noticeable increase in workload:

a. The Office of Aerospace Research (OAR) moved from Temporary Building D, 6th & Independence Ave., S.W. Washington, D.C. to 1400 Wilson Boulevard, Arlington, Virginia. Despite the large increase in workload, this activity will continue to be serviced by the Courier Section.

b. An additional stop for APPDS, Assistant for Personnel Systems, is now being made twice daily between the Pentagon and Bolling AFB, picking up and delivering computer cards for this office.

c. Several new deliveries are being made within T-8, Munitions Building, and the Pentagon, including an 0730 run to AFPDC-H, DCS/Personnel (Pentagon) to deliver registered-mail pouches and other mail received from Randolph AFB, Texas.

d. More than 3,000 registered rotary lock pouches from Major Commands and activities have been received and processed during this report.

e. Approximately 7,831,080 pieces of mail were processed during this period, with a daily average of 65,269 pieces; daily



weight of mail was approximately 19,557 pounds. The last reporting period showed 7,722 pieces of mail handled with a daily weight of 17,050 pounds.

Publications Counter Service Section. Due to the lack of funds for the last quarter of FY 1966, numerous Air Force Forms and 89 Air Force Publications were not printed. In some cases Air Staff personnel have had to reproduce their own forms and publications to satisfy their needs. There are approximately 144 publications on back order.

A manpower survey of the Mail Branch was conducted by a team from the Staff Civilian Personnel Division. They rated the Mail Branch very satisfactory but recommended that the Counter Services Section be transferred to AFDASHC, Supply Branch, Services Division, Directorate of Administrative Services.

Document Security Branch

Security and TDY. During the reporting period two security inspections were conducted by AFDAS appointed inspectors, one of which was the annual inventory-audit of Top Secret and USAF Sub-

Registry accounts. Special commendation was given to the outstanding condition of the Registry accounts.

Major Rex A. Nelson, Chief, USAF Sub-Registry and Deputy Chief, Document Security Branch, visited field offices at Fort Ritchie, Maryland and Maxwell AFB, Alabama, to inspect Emergency Operational Policy Records.

Workload. The Top Secret Control section processed a total of 330 Top Secret Documents, 12,000 nicknames, 600 Code Words, and destroyed 125 classified documents. The Roster of Top Secret COSMIC/SEATO/CENTO Control Officers was published monthly. Worthy of mention at this time is the fact that agencies cited in the Roster are required to certify monthly as to the validity of that portion pertaining to their activity. This is accomplished by use of a form letter attached to the Roster and forwarded to each agency.

The USAF Sub-Registry processed a total of 6,400 NATO documents 160 CENTO documents, 140 SEATO documents, and destroyed 192 documents.

The Document Security Branch Field Extension (AFDASFC3) had a total of 827 package transactions, 2,031 documents received,

30,917 change postings, 1,778 new documents, and 1,274 documents destroyed or returned. Current inventory of documents accounted for by this section since 21 December 1965 now totals 8,159.

SPECIAL INTEREST ITEM

During this period, JCS developed a nickname program whereby each military service and other DOD agencies received an allocation of letters to be used in the first work of nicknames. This program precludes the possibility of duplication of nicknames within the Department of Defense. The Air Force allocation consists of the following letter combinations:

- a. Ce through Cr
- b. Ha through HE
- c. Lm through Lr
- d. Pa through Pf
- e. Rg through Rl
- f. Sa through Sf

Using the JCS program as a foundation, the Chief, Document Security Branch, (AFDASFC), developed an Air Force Program which was readily acceptable to all concerned. Due to the limitations of words derived from the above allocation of letters it was necessary to consider an alternate method of assigning nicknames,

than that of allowing using agencies to select words at random from the letter allocation. After a thorough study it was decided to assign permanent first words, to using agencies, to be used as first word of nicknames emanating from their area of responsibility. We submitted a letter to each Major Air Command requesting selection of three first words (primary, 1st reserve, 2nd reserve) that they preferred to use in assigning nicknames within their command. Their replies to this letter reflected favorable acceptance of the proposed system and contained their selection of requested words. A few duplications of selected words were resolved through other correspondence. For the Air Staff we selected permanent first words for each activity down to and including Directorate level. The system was favorably received by the Air Staff. All Air Force activities have been instructed to commence assigning nicknames in accordance with the Air Force version of the JCS program effective 1 July 1966 with a complete conversion date of 31 December 1967. Strategic Air Command (SAC) received a separate allocation of letter combinations from JCS and as of this date are not included in the Air Force version of the JCS program. We are currently considering the inclusion of the SAC program within the Air Force program, retaining their letter allocation for

future use. Under current reporting procedures all Air Force Units, other than SAC report assignment of nicknames direct to this office. SAC reports direct to JCS with information copy to AFDASFC. For the record, SAC objects to being excluded from the Air Force system. This has been brought to the attention of JCS (J-3) and rectifying action is being considered.

## CHAPTER 6

PRESENTATION DIVISIONORGANIZATION AND FUNCTIONS

The major organizational change resulting from the reorganization of the Division was the consolidation of the Special Projects Branch function and personnel into the Presentation and Graphic Arts Branches.

ACTIVITIES

Continued acceptance of the "packaged communication" in contrast to simply a statement or speech or chart or vu-graph, became evident during this reporting period.

Two examples of this concept produced during the reporting period are the Review of U.S. Transport Aircraft for the Federal Republic of Germany at Bonn, Germany, 1 through 3 March 1966; and a series of high level briefings, conducted in June 1966, on Designated Systems Management.

The briefings, held at Bonn, Germany, 1 through 3 March 1966, were directed by Secretary of Defense Robert S. McNamara for West German Defense officials on the cost and operation of certain American-made equipment. The purpose was to get West Germany to help the balance of payments situation by

buying some American-made aircraft.

During February - March of this year Brigadier General Kenneth C. Dempster, Deputy Director for Operational Requirements (AFRDQ) and Major General Otto J. Glasser (AFRDQ) Hq USAF, enlisted the services of the Presentation Division, (AFDASG) - when briefings were to be given to German Defense officials on the cost and operation of certain American-made equipment.

Mr. Edward C. Cummings of the Presentation Branch (AFDASCC) and Mr. Samuel A. Sullivan, Graphic Arts Branch (AFDASGA), represented this Division at two series of briefings, one devoted to transport aircraft, the other devoted to defense aircraft.

Briefings were given in the transport area on the Lockheed C-141, the Douglas DC-9, and the Boeing 707. The F-104 and the F-4C were discussed in the Air Defense briefings.

Our representatives sat in on the planning meetings and rehearsals, offered constructive criticism about the quality of the presentations, made up most of the supporting va-graphs and edited copy for some of the briefings.

SMSGT James W. Brown, Jr., Illustrator, Graphic Arts Branch, participated in the review at Bonn, Germany, 1 through

3 March 1966, by assisting in the preparation and correction of the many vu-graph slides and by operating the vu-graph machine during the actual briefings. Sgt Brown's contribution to the overall quality of the presentation is described in Brigadier General Dempster's letter to the Director of Administrative Services, dated 14 March 1966...attached as TAB 5.

The effectiveness of the entire briefing is further evidenced in the attached undated letter from Major General R.A. Hewitt, USA, Chief, MAAG Bonn, to Assistant Secretary of Defense, Honorable John T. McNaughton. This letter, along with the comments of Assistant Secretary McNaughton, dated 22 April 1966; and Norman S. Paul, Acting Secretary of the Air Force, dated 13 May 1966, is also attached as TAB 5.

In June of 1966, the semi-annual Designated Systems Management Group Overview Presentation was produced by an artist-writer team of the Presentation Division.

This presentation is designed to report the current status of major Air Force Systems to the highest echelons of the United States Air Force.

Lt Colonel Clyde B. Netherton, Designated Systems Management Group, Vice Chief of Staff, was the Control



Officer responsible for the overall Presentation, which includes all systems. The 1966 Overview Briefings were on the following systems: MINUTEMAN, ABREAS, AMSA, SRAM, F/RF-4, A-7, C-5, COMSAT and TITAN III. The Air Staff office responsible for any one of the systems listed above, designated a Project Officer to work with our Presentation team on their particular system. A list of these Project Officers and Air Staff offices is contained in TAB 6.

Mr. Allen NMI Fortner, Visual Information Specialist, Graphic Arts Branch, the artist member of the presentation team, was responsible for the design and production of the numerous vu-graphs required to accompany the briefing scripts which were edited, and rewritten when necessary, by Mr William M. Baker and Mr Edward C. Cummings of the Presentation Branch.

For the Presentation Division, these briefings were "short-fuse" projects of high urgency because of the number of briefings required, and the numerous last minute changes during the preliminary stages, before the Overview of all systems was ready for presentation to the Designated Systems Management Group, which is headed by Secretary of the Air Force, Honorable Harold Brown. (Schedule of briefings is also contained in TAB 6.)

The Graphic Arts Branch produced a two-volume, tabulated set of bound books containing the report on all systems for presentation to each of the nine (9) Designated Systems Management Group panel members. Each Project Officer was presented with a book on his respective system.

Graphic Arts Branch:

Overtime hours worked by this Branch increased more than 1,000 hours over the same time period last year.

Workload statistics for 1965 and 1966 are:

	<u>Jan-July 1965</u>	<u>Jan-July 1966</u>
Projects Completed	1,742	2,437
Pieces of Work	20,483	42,197
Overtime Hours	1,928	3,266

Significant graphics projects during this period are described below:

Presentations of the FY 1967 Research, Development, Test and Evaluation Program to Interested Committees of the Congress.

This cycle of presentations, completed in May 1966, called for visual aids of the highest quality, in face of short deadlines, and last minute changes. Mr Raymond E. Lentz, Jr., Visual Information Specialist, analyzed the type of material to be presented and recommended an appropriate format. The

effectiveness of the presentations is evidenced in AFRDC letter, signed by Lt General James Ferguson, Deputy Chief of Staff, Research and Development, dated 23 May 1966, a copy of this letter is attached as TAB 7.

Southeast Asia Counter Air Alternatives (SEACAAL) Ad Hoc Group.

During the period 16 March - 6 May 1966, numerous visual aids were produced by the Graphic Arts Branch for presentation by this Group in conjunction with the processing and coordination of the project report within the Air Staff. The effectiveness of the visual aids prepared by this Branch is best described by Lt Colonel Robert Pater, Project Director, in his letter, dated 5 May 1966, a copy of this letter is attached as TAB 8.

Projection and Conference Services Branch

Throughout the reporting period, the Conference Scheduling Section serviced the Air Staff, with only 3 conference rooms, and 2 theatres available for scheduling.

Branch workload statistics for this period are:

Conferences booked .....	1,870
Total Projection Jobs .....	976
Total Pieces of Equipment Loaned .....	1,570

During the reporting period, TSGT Alfred Schorsch, Film Librarian, initiated and conducted an active film information program. By utilizing the Headquarters USAF INFORMATION BULLETIN, published weekly by the Secretary of the Air Staff, TSGT Schorsch informs the Air Staff of Air Force Films available for loan by the Film Library. Increased activity in the Film Library has resulted from this program, and also from Sgt Schorsch's cooperative and professional attitude.

A good example of the assistance being afforded by Sgt Schorsch and the Air Force Film Library is contained in a letter from Colonel Robert E. Robards, Science Division, Directorate of Science and Technology. A copy of this letter is attached as TAB 9.

#### Presentation Branch

The Special Activities Officer. Newly assigned officers are often unaware of the services available in the Presentation Branch. Mr Tom Cunning's new assignment as Special Activities Officer has been created to remedy this situation. The Special Activities Program is directed toward (1) Making the services and facilities of the Division known and hence available to top ranking officers and civilians, (2) developing of plans and

methods for improving the division's product by better presentation techniques and methods.

Significant presentation projects accomplished by the Presentation Branch during this period are described below.

INFORMATION PROGRAM ACTION GUIDE For Commanders and Their Foreign Training Officers. Early in the reporting period, Mr Tom K. Cuning, Writer, completed this project, which consisted of a MAP Training/Community Support exhibit -- "Make Friends . . . Gain Partners" -- as well as the Program Action Guide, mentioned above. The Air Training Command and the Tactical Air Command expressed the highest praise for the exhibit and its accompanying brochure. Both commands are in the process of utilizing them at approximately 24 training bases to motivate greater participation by the local community, including base military and civilian personnel, in the USAF program for generating a better understanding of the American people, American values and ideals, and for reinforcing confidence in American power and purpose.

In his letter of 3 March 1966, Colonel James A. Watkins, Chief Training Division, Director of Military Assistance, DCS/Systems and Logistics, commended Mr Cuning for achieving the highly professional concept, design, coordination of the

fabrication, and writing of the texts that appeared on the exhibit and in the accompanying brochure. A copy of this letter is attached as TAB 10.

Report of Assistant Secretary of Defense (Manpower) Task Force on Bachelor Accommodations/Troop Housing/Bachelor Officer Quarters. A staff writer of the Presentation Branch,

Mr Stephen B. O'Dea, served as editor of this report, which was published in May 1966 for all the armed forces. As editor, Mr O'Dea, rewrote, assembled, edited and established the format of the report. Brigadier General William W. Berg, Deputy Assistant Secretary of Defense, wrote to the Director of Administrative Services, that "The Presentation Division of your organization gave . . . effective and immediate support during a critical period in the preparation of the Task Force report." He praised "the alert and interested attitude and effective support" and continued:

"Mr Stephen B. O'Dea was particularly cooperative and generous with his time . . . in establishing a basic format for their report, as well as editing much of the material contained therein.

"On behalf of Mr Morris, may I ask that you convey our sincere appreciation to the Chief of the Presentation Division and Mr O'Dea for their assistance to us." A copy of Brigadier General Berg's letter, dated 26 May 1966, is attached as TAB 11.

A Briefing for Senior USAF Officers Newly Arrived at Headquarters USAF. Mr Stephen B. O'Dea, staff writer of the Presentation Branch, also prepared this briefing for senior USAF officers newly arrived to the Pentagon for use during the summer of 1966. The briefing concerned Air Force organization and inter-service relationships, featuring USAF major operational and support commands and separate operating agencies, with a definitive breakdown between "combatant and non-combatant" commands. This briefing was prepared at the request of Lt Colonel Kenneth A. Plant, USAF, Strategic and Defense Branch, Directorate of Command Control and Communications. The briefing was very well received, and as expressed by Lt Colonel Plant .. "This really fills the bill . . . The substance and the continuity fit the total requirement."

The briefing will be given through August 1966 as the officers arrive in separate groups to take their posts.

Presentation Branch "Flier" As a supplement to the newly revised Division Directory, which will be described below, an

illustrated handout was designed as another reminder to staff officers of the writing and allied services provided by the Presentation Branch. Mr. Fitzhugh H. Ellison, Branch Writer, designed this handout, and developed lists of customers and potential customers at whom such documents are aimed. A copy of this "Flier" is attached as TAB 12.

The Newly Revised Division Directory. The newly revised Directory gives special emphasis to the writers as Presentation Specialists and to those services which are in the Division's mission. Among these are the writing and editing of task force and study group reports (and their illustration, layout and format in collaboration with Visual Information Specialists) for both oral presentation and publication.

The Directory lists in detail the services provided by the Presentation Division. It also lists new room and telephone numbers, in addition to key personnel.

Wide distribution is planned for this and related documents within Headquarters USAF and field extensions, including Office of Information, Secretary of the Air Force (SAFOI) where



invitations to speak are accepted. A copy of this Directory  
is attached as TAB 13.

## CHAPTER 7

SERVICES DIVISION

Pentagon Space Adjustment Program. During the reporting period the Headquarters, Office of Aerospace Research and the Air Force Office of Scientific Research were relocated from Temporary Building D, 6th and Independence Ave. S.W. Washington, D.C. to the Architect Building, a new office building at 1400 Wilson Blvd, Arlington, Va. A total of 60,000 square feet of space in the new building was assigned to the Air Force.

In June, 1966, Lt General Hewitt T. Wheless, the Assistant Vice Chief of Staff, USAF decided that the remaining elements of the Judge Advocate General's Office in the Pentagon would be moved out of the Pentagon in order to meet critical space requirements. Negotiations are underway with General Services Administration to acquire the necessary space for AFJAG. Plans are to use the vacated space for the following requirements:

Joint Service Office (AFRDC)	1000 Sq Ft
SE Asia Air Operations Analysis Gp	1000 Sq Ft
AFOMO (Automation of May Program)	800 Sq Ft
AFOAP (SE Asia Program Team)	700 Sq Ft
AFXOP (Manpower Augmentation)	5500 Sq Ft

Physical Security. As of 30 June 1966, the Security Branch had monitored 302 intrusion detection alarm systems. This represents 189 United States Air Force Systems -- including 8 in Temporary Buildings; 29 in the Office, Secretary of Defense systems; 79 in the Defense Intelligence Agency systems; and 5 in Offices of the Joint Chiefs of Staff.

Security Incidents. There were 6 TOP SECRET, 42 Secret, and 28 Confidential security incidents reported in Hq USAF during this six-month period. During the comparable period in 1965, there were 56 security incidents.

Locksmith Services. Approximately \$25,660 in savings were effected during this period by utilizing the services of a civilian firm.

Reproduction Program. Reproduction accomplishments were as

follows:

	1 Jan 1966- 30 Jun 1966	% Increase Over Prior 6 Mo period	Total FY 1966
a. Number of Jobs	16,343	5.4	31,797
b. Number of Masters	128,084	10.6	242,656
c. Number of Units Produced	10,307,696	10.0	19,601,844
d. Number sheets Collated	6,087,605	6.0	12,550,988

A total of 20,131,475 units of printing were purchased from the Defense Printing Service at a cost of \$240,027.00, an increase of 8.2% units and a dollar increase of 18.8%.

## CHAPTER 8

PERSONNEL SECURITY GROUPDepartmental Headquarters Personnel Security Actions.

	<u>Cases Opened</u>	<u>Cases Closed</u>
January - June 1966	2485	2135
January - June 1965	1892	2099

Twenty-eight civilian employees and eleven military personnel were removed or reassigned from Headquarters USAF, because of derogatory suitability or security information in their background investigations.

Special Actions (Name Checks). At the request of the Office of the Secretary of the Air Force, under Executive Order 10501, as amended, action was taken to establish trustworthiness of the following: Fifteen individuals to research classified Air Force Archives for proposed books, magazine articles, TV scripts, theses, and dissertations.

Three faculty members of Boston University, working on projects for the Secretary of the Air Force, Office of Information, Academy Detachment, Boston University School of Public Relations and Communications.

Three attorneys collecting material relating to a legal case of interest to the General Counsel.

Three individuals who attended a conference with Dr. Eugene T. Ferraro, the Deputy Under Secretary (Manpower).

At the request of the Director of Information, OSAF an investigation was conducted on one individual to gather material for studies of the feasibility of air operations in Southeast Asia from 1954 to 1959.

Presidential Support Activities (AFR 205-35). A noticeable delay in processing AFR 205-35 "Requirements for the Section of USAF Personnel assigned to Presidential Support Activities." cases was apparent at Headquarters Command, Bolling AFB. A staff visit by Personnel of AFDASI, resulted in the deletion of 48 persons from the Program made under AFR 205-35, submission of cases on approximately 50 other individuals and reduction of pending cases from 160-50. The remaining 50 cases were then reviewed. The overall Program with USAF, Worldwide is now 90% complete. Forty-eight individuals were eliminated from Presidential Support Activities, because of unfavorable background investigations. The Secret Service and other White House Officials have concurred on all but one of the AFDASI nominations. 847 individuals have been approved under the AFR 205-35 program.

The Security clearances of all civilian personnel serviced by the Staff Civilian Personnel Division, AFESS, were recorded on an (ADP) Automatic Data Processing List by AFDASI. To accomplish this, approximately 4600 civilian employees records were screened.

The machine listing is especially valuable in controlling attendance of Personnel at the weekly conference on Southeast Asia, a classified conference conducted by the Deputy Chief of Staff, Plans and Operations, at the direction of the Chief of Staff.

Survey of Sensitive Civilian Positions. In response to a request from the Director, Security & Law Enforcement, Hq USAF, a survey of the Security sensitivity of positions for all civilian employees serviced by AFDASI was completed.

The survey revealed the following:

- |  |      |
|--|------|
| 1. Total number of sensitive positions.              | 4173 |
| 2. Total number of critical sensitive positions.     | 2647 |
| 3. Total number of non-critical sensitive positions. | 1526 |

The survey also identified the number of incumbents who have occupied critical sensitive positions for five years or more

and whose (BI) Background Investigations were conducted more than five years ago. There are 1215 persons who have BI's more than five years old. The above information was furnished to the Civil Service Commission, thru Headquarters OSI, in anticipation of a change to the Federal Personnel Manual, which will require up-dating background investigations over five years old for all civilian employees requiring a Top Secret Clearance in the Federal Government, including USAF, World-wide.

Change to Filing System. A major change in the procedures of filing the 12,000 folders and approximately 22,000 individual cards records in the office was accomplished. All folders and card records on individuals who are currently employed by Headquarters USAF or have been employed are now filed in a single alphabetical order, whereas they were previously filed by activity, employment and assignment. This change has helped to eliminate potential mistakes in filing and has improved the procedures and response time in searching for individual cases.

Management Survey. During February 1966, the Personnel Security Group had a Management Survey directed by Colonel Benjamin B. Cassidy, Jr., Secretary of the Air Staff. The final report disclosed that: The Personnel Security Group was highly commended



by Colonel Cassidy for excellent organization and operational procedures. The survey team was impressed by the effort being made to establish management controls, develop work measurement techniques and improve personnel security clearance processing procedures.

ADMINISTRATIVE AND PERSONNEL CHANGES

Major William J. Haney, Chief, Unit Personnel Branch, retired from active duty on 30 April 1966. Major Thomas J. Monaghan, former Deputy Chief of the Branch was assigned to duty as Chief, Unit Personnel Branch on 1 May 1966.

Upon the reassignment of Lt Colonel Harold A. Schlipf, former Chief, Special Orders Branch, to SHAPE on 1 November 1965, Major Alexander Molnar became Chief of the Orders Branch, Effective 3 January 1966.

On 20 March 1966, Major Molnar was promoted to Lt Colonel with no change in duty assignment.

Several changes occurred in the Mail and Message Division, CWO W-4, T.P. Rankin, Mail Management Supervisor, reported for duty as Asst' Chief, Document Control Branch, AFDASFC3 (Field Extension) Ft Ritchie, Maryland, effective upon the departure of CWO W-4 George E. DeWandel on 1 July 1966. CWO DeWandel is programmed for Reassignment to Wright-Patterson AFB, Ohio.

Steps were taken to convert ten spaces occupied by military personnel, to civilian occupancy (Project Mix-Fix).

Major Rex A. Nelson, Chief, USAF Sub-Registry and Deputy Chief, Document Security Branch, visited field offices at Fort Ritchie, Maryland and Maxwell AFB, Alabama to inspect Classified Records.

As a result of the Presentation Division's reorganization, Mr. Charles J. Gilchrest became Chief, Presentation Branch, Mr. Samuel A. Sullivan was appointed Chief, of the Graphic Arts Branch and Mr. Fred P. Brugge, Chief of the Projection and Conference Services Branch.

Personnel Security Group.....On 24 May 1966, Brigadier General C.W.Carson, Jr., Assistant for General Officers Matters, Deputy Chief of Staff Personnel, forwarded letters of Commendation (AFM 900-3) for Mr Donald C. Carpenter and TSGT Herbert A. Gibson, for outstanding assistance in connection with the General Officers Background Investigation Program. This program was initiated and assigned to AFDASI by the personal request of General John P. McConnell, Chief of Staff, United States Air Force.

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.



TAB  
1

REF ID: AFDASFC

SUBJECT: Policy and Procedures Concerning the Use of Nicknames 17 February 1954

TO:

1. SAC has developed a nickname program whereby each military service and DOD agency receives an allocation of letters to be used in the first word of such nicknames. This program precludes the possibility of duplication of nicknames within the Department of Defense. The Air Force allocation consists of the following letter combinations:

- a. CM through Cr
- b. EA through ER
- c. LA through LR
- d. TA through TR
- e. VA through VR
- f. SA through SR

2. The limitations of words derived from the above allocation makes it necessary to consider the assignment of permanent first words to Commands and other major users of nicknames. For example, should the permanent first word assigned to TAC be CRAFTY, then all nicknames within TAC would begin with CRAFTY, e.g. CRAFTY TIGER, CRAFTY EAGLE, CRAFTY CHARLIE, etc.

3. Request each addressee select three primary words from the above groups of letter combinations. Advise Hq USAF (AFDASFC) of your selections, in order of preference, not later than 21 March 1954. Your primary selection will be assigned as a permanent first word, and the other two reserved for later use by your command. Reserved words will not be used without prior approval of AFDASFC. Duplicate recommendations by addressees will be resolved if and when they occur by AFDASFC.

TAB 1

Atch 1

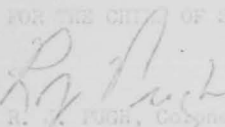
4. Previous restrictions in the selection of nicknames continue as outlined in paragraph 10-9, AFR 209-1. A new restriction imposed by JCS is that selected word combinations will not conflict with those words contained in JANAP 119 and ACP 119.

5. JCS further directs use of machine accounting procedures in the control and use of nicknames. Details regarding these procedures are currently being developed and will be incorporated into AFR 209-1 and 171 Series manual. Pending publication of these changes you will be furnished reporting details and procedures by letter approximately 1 April 1966.

6. Nicknames currently in use will be allowed to continue until 31 December 1967. Current nicknames that can be conveniently changed to conform to new procedures should be changed at the earliest possible date. Effective 1 January 1968 all nicknames in use will be in consonance with the new established criteria.

7. Full implementation date of JCS directed program within the Air Force is 1 July 1966.

FOR THE CHIEF OF STAFF:

  
R. J. PUGH, Colonel, USAF  
Director of Administrative Services

Cy to: SAC

AFDORSFC

Policy and Procedures Concerning the Use of Nicknames (AFDORSFC 9 June 1966  
Ltr, 17 Feb 66)

TAB  
2

SAC(SAS)

1. Following is the allocation of letter combinations for SAS to be used in the first word of nicknames:

BS through BE  
CS through CE  
KS through KE  
OS through OE

2. To prevent duplication of other assigned combinations, SAS will use the assigned letter combination effective 1 July 1966. The present procedures established on reporting nicknames to us will continue, however when a nickname is put into use you will also indicate the related meaning.

3. Machine processing of your presently assigned nicknames will be accomplished at HQ USAF. At present we have a listing of nicknames, however their related meaning is not on file. To help you meet the requirements of the forthcoming JCS directive request you submit to this office not later than 15 July 1966 each nickname and related meaning presently in use.

FOR THE CHIEF OF STAFF:

J. J. STUBERT, Major, USAF  
Directorate of Administrative Services

TAB-8

Attach 3

4. Machine processing of all command nicknames will be accomplished at Hq USAF. At present we have a listing of nicknames, however their related meaning is not on file. To meet requirements of the JCS Directive, each command will submit to Hq USAF (AFDASFC) not later than 15 July 1966, each nickname and related meaning presently in use.

5. Following list of nicknames, by using command/agency, are currently in use and conflicting with the new system of assigning nicknames:

COL - Primary Word assigned to AAF

COLD BIRD	USAFSC
COLD AFB	USAFSS
COLD CASH	SAC
COLD CAT	SAC
COLD COURT	TWC
COLD DIME	AFSC
COLD DEEP	USCAF
COLD DIP	ACC
COLD KIDNY	USAFE
COLD TOOL	USCAF
COLD WATER	Hq USAF (AFDASA)
COLD WIND	TAC

COLD - Primary Word assigned to SAC

COLD BIRD	SAC
COLD BITE	USCAF
COLD COPPER	SAC
COLD COIN	USAFE
COLD DECK	SAC
COLD DEGREE	AFSC
COLD FEET	SAC
COLD FIRE	SAC
COLD HOLE	Secretary of the Air Force (SAFIS)
COLD PACK	SAC
COLD POTATO	USAFSS
COLD RADIATOR	SAC
COLD SEA	USAFSS
COLD TURKEY	USAFE

COLLECT - Primary Word assigned to ACC

COLLECT WALKER	AFSC
----------------	------

CREEK - Primary Word assigned to USAF

CREEK BED	SAC
CREEK TROUT	USAFE

HAMMER - Primary Word assigned to AFCS

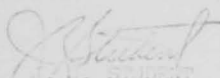
<u>NICKNAME</u>	<u>CURRENT WORD</u>
HAMMER ARMY	MAC
HAMMER HARP	APLC

HEAD - Primary Word assigned to HRCOMD

HEAD ACME	SAC
HEAD BEAM	SAC
HEAD BOLD	AAC
HEAD COURT	HQ USAF (AFOR,R)
HEAD DRESS	USAFS
HEAD PIN	TAC
HEAD SHRINKER	USAFOS

6. Those commands to which the permanent word is assigned will refrain from using above second words until 1 January 1966. Commands currently using another's permanent word will change such nicknames at the earliest practical date, and not later than 31 December 1967.

FOR THE CHIEF OF STAFF:

  
J. STUDENT

Major, USAF  
Directorate of Administrative  
Services



AFDASFC

Policy and Procedures Concerning the Use of Nicknames (AFDASFC 7 June 1956  
Ltr, 17 Feb 56)

SAC(SAS)

TAB  
3

1. Following is the allocation of letter combinations for SAC to be used in the first word of nicknames:

DS through DZ  
ES through EL  
KS through KL  
GS through GL

2. To prevent duplication of other assigned combinations, SAC will use the assigned letter combination effective 1 July 1956. The present procedures established on reporting nicknames to us will continue, however when a nickname is put into use you will also indicate the related meaning.

3. Machine processing of your presently assigned nicknames will be accomplished at Hq USAF. At present we have a listing of nicknames, however their related meaning is not on file. To help you meet the requirement of the forthcoming JCS directive request you submit to this office not later than 15 July 1956 each nickname and related meaning presently in use.

FOR THE CHIEF OF STAFF:

J. J. STUBERT, Major, USAF  
Directorate of Administrative Services

TAB 3

Attach 3

DEPARTMENT OF THE AIR FORCE  
OFFICE OF THE CHIEF OF STAFF  
UNITED STATES AIR FORCE  
WASHINGTON, D.C.



REF ID:  
A74 07 AFCCS

16 June 1966

SUBJECT: Policy and Procedures Concerning the Use of Nicknames

(Expires 16 September 1966)

TO: DEPUTIES, DIRECTORS AND CHIEFS OF COMPARABLE OFFICES (NO. 35)

1. JCS has developed an automated Nickname program whereby each military service and other DoD agencies receive an allocation of letters to be used in the first word of such nicknames. This program precludes the possibility of duplication of nicknames within the Department of Defense. The Air Force allocation consists of the following letter combinations.

- a. Ca through Cr (Usable combinations: Co and Cr)
- b. Ra through Rr (Usable combinations: Ri and Rr)
- c. La through Lr (Usable combination: Lo)
- d. Pa through Pr (Usable combinations: Pi, Pe and Pf)
- e. Ra through Ri (Usable combinations: Ri and Ri)
- f. Sa through Ss (Usable combinations: Si, Se and Sf)

2. The limitations of words derived from the above allocation makes it necessary to assign first words to the Air Staff. For example, the permanent first word assigned to AFCCS is CORONA, and all nicknames emanating from the Office of the Chief of Staff will begin with CORONA, e. g. CORONA COTTAGE, CORONA HERALD, CORONA COURT, etc.

3. AFAS has assigned the permanent first word to each Air Staff agency listed in attachment one. The Air Staff will begin to use their assigned primary word effective 1 July 1966. Selection of words by AFAS precludes duplication and possibility of conflict with those words contained in JANAP 299 (Code Words) and subsequent volumes.

4. JCS directs the use of machine accounting procedures in the control and use of nicknames. Nicknames put into use will be reported to AFASPC on Hq Form 17, in duplicate. Prior approval by AFASPC is required for control purposes pending receipt of Hq Form 17. Upon receipt of Hq Form 17 a transcript sheet will be prepared by AFASPC for submission to Data Services Center.

TAB  
4

TAB-4

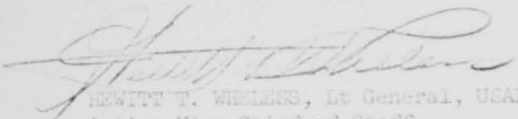
Mich 4

5. Nicknames currently in use must be phased out not later than 31 December 1967. Current nicknames that can be conveniently changed to conform to new procedures should be changed at the earliest possible date using the permanent first words. Effective 1 January 1968 all nicknames in use must be in consonance with the new established criteria.

6. For your information, the following primary words have been assigned to the Major Air Commands.

AAC	COOL	SAC	B5 through B6
ACIC	HANDY		B7 through G1
ADC	COLLEGE		K5 through K6
APAFB	COLLETSINE		O6 through O7
APCS	HANGER	(Reporting direct to JCS as a	
APLC	LOGGY	specified command with information	
APSC	HAVE	copy to USAF).	
ATC	HASTY		
AJ	LOYAL		
CONAC	COMFORT		
TRQ COMB	HEAD		
NAC	COLD		
OAR	HAVEN		
PACAF	COMUNDO		
TAC	CONCRET		
USAFB	SCENTIC		
USAFB	CREEK		
USAFBO	SAVAGE		
USAFSS	COMFY		

7. The instructions contained in this letter will be incorporated into ROI 209-1 by AFDASFC.

  
HEWITT T. WHEELOCK, Lt General, USAF  
Acting Vice Chief of Staff

1 Atch  
List of Air Staff Words

<u>AGENCY SYMBOL</u>	<u>SHORTEST FIRST WORD</u>
AFDPS	ATTORNEY
AFDSS	CONGRESS
AFSSA	COUNCIL
AFSSA	COLLECT
AFSSO	CONTROL
AFSSI	SEVEN
AFSSL	SAFE
AFSSI	LOOK
AFSSA	LOOK
AFSSA	LOOK
AFSSS	SECURE
AFSSS	PARDON
AFSSS	SACRED
AFSSS	PATCH
AFSSS	SENTINEL
AFSSA	COLONY
AFSSS	SENTINEL
AFSSS	PAPER
AFSSS	PAGE
AFSSS	FRONT
AFSSS	PALACE
AFSSS	SCRIPT
AFSSS	SCOUT
AFSSS	CONCRETE
AFSSS	NOTE
AFSSS	PANEL
AFSSS	CHESTED
AFSSS	COBRA
AFSSS	RYTHM
AFSSS	SAMPLE
AFSSS	HEAVY
AFSSS	COMBAT
AFSSS	SCIENCE
AFSSS	SEARCH
AFSSS	COMPASS
AFSSS	PACKAGE
AFSSS	SEEM
AFSSS	PARLOR
AFSSS	PAVE
AFSSS	HARVEST
AFSSS	CONTRACT
AFSSS	FEAR
AFSSS	SEED
AFSSS	COPPER
AFSSS	SERVICE
AFSSS	COIN
AFSSS	RIVET
AFSSS	CREW

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS, UNITED STATES AIR FORCE  
WASHINGTON, D. C.

14 March 1968

REF ID: A11001

AFPR10QR


SUBJECT

Letter of Appreciation

TO

AFDAS

1. SM Sgt J. W. Brown, AF3156T321, participated in the Review of U. S. Transport Aircraft for the Federal Republic of Germany at Bonn, Germany, 1 through 3 March 1968, by assisting in the preparation and correction of the many viewgraph slides and actively promoted the success of the presentation by operating the viewgraph flawlessly during this period.
2. Sgt Brown's contribution to the overall quality of the presentation provided to the Federal Republic of Germany's Minister of Defense officials was significant. His conscientious approach and depth of knowledge in the administrative area were important factors in assuring the success of this project.
3. Please convey my appreciation to Sgt Brown for a job well done.

  
KENNETH C. DEMPSTER  
Brigadier General, USAF  
Deputy Director for General  
Purpose and Airlift Forces  
DCS/R&D

TAB  
5

DEPARTMENT OF THE AIR FORCE  
WASHINGTON

OFFICE OF THE SECRETARY

May 13, 1966

MEMORANDUM FOR THE CHIEF OF STAFF

It was a pleasure to receive the attached memorandum from the Assistant Secretary of Defense, International Security Affairs, and copy of letter from Major General Hewitt, Chief MAAG Bonn, commending Major General Kenneth G. Dempster and other members of the Department of Defense military team which briefed the German Ministry of Defense on heavy transport aircraft in Bonn, Germany on March 1, 1966.

It is most gratifying to read correspondence of this nature about Air Force personnel and to know that their performance of duty merits special recognition. Please convey my congratulations to General Dempster and all concerned for a job well done and for reflecting credit on themselves and the Air Force.



Norman S. Paul  
Acting Secretary of the Air Force

Attachments

cc: Vice Chief of Staff

ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D. C. 20301

22 APR 1966

In reply refer to:  
I-3086/66

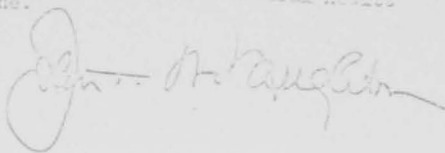
MEMORANDUM FOR THE SECRETARY OF THE AIR FORCE

SUBJECT: Air Force Heavy Transport Aircraft Briefing Team

I have read with interest the attached letter from Maj. General  
Re Witt, Chief WMAA Bonn, expressing his appreciation for the  
efforts of this briefing team. I understand that the members  
of this team were:

Brigadier General Kenneth C. Dempster - AFSDM  
Colonel Herbert W. Glesby - AFSDM  
Colonel Henry L. Boyd - AFSDM  
Colonel John F. Kelly - AFSDM  
Colonel Robert L. Hensley - AFSDM  
Lt. Colonel David B. Stockton - AFSDM  
Lt. Colonel John M. Christenson - AFSDM  
Lt. Colonel William Richardson - AFSDM  
Lt. Colonel Eugene B. Sterling - AFSDM  
Major Lawrence J. Johnson - AFSDM  
M/Capt. James W. Brown, Jr.

Please express my appreciation as well as that of General Re Witt  
to these men for a job well done.



Attachment  
1/1

OFFICE OF THE  
SECRETARY OF DEFENSE  
ATTENTION: MILITARY AFFAIRS  
WASHINGTON, D. C. 20315

Major General  
Secretary of Defense  
Military Affairs  
Department of Defense  
Washington, D. C. 20315

Dear Mr. Secretary:

I wish to express my personal appreciation to the members of the German military team whose visit to the United States of America was so helpful in regard to the German military aircraft in 1950, Germany, on 1 March 1950. The German team, headed by Major General C. Berger of the German Air Force, was accompanied by Major Director for Operational Requirements and the staff of the German Air Staff and military attachés. The briefing that they provided was exceedingly helpful in clarifying the German requirements for heavy transport aircraft. In fact, the briefing was so helpful that very few questions were received from the German representatives during the discussion periods that followed. I believe that this briefing will be an important step in assisting the United States to determine its requirements for and to make a decision regarding the potential purchase of transport aircraft.

I feel that particular note should be made of the efforts of Major General Berger who acted as Major General Berger's primary representative and was largely responsible for organizing the visit and supervising the conduct of the briefing. Also noteworthy was the manner in which the briefing team and the crew of the German representation O-101 aircraft met with the confidence and respect of the German representatives with whom they worked. The commendable results of this briefing were achieved primarily because of the team's dedicated efforts and hard work.

The briefing was also of invaluable assistance to us in our military activities and the team created a significant contribution to our military confidence and respect and confidence of our German military services.

Please convey my personal thanks to all the team members who participated in such a successful briefing and visit.

Sincerely yours,

*R. A. Smith*  
R. A. Smith  
Major General, USA  
Chief

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SSSI - OVERVIEW

System	Mission	Project Officer	Office	Ext	Panel	Air Staff	DDG
					Date	Board Date	Date
					by System	by System	All Systems
Minuteman	Strategic	Col Francis W. Rudiell	Director of Production	94194	31 May	8 June	17 June
ARMS	Strategic	Lt Col S. L. Ross Jr.	Director of Development	59312	31 May	8 June	17 June
ANSA	Strategic	Lt Col Raymond E. Gilbert Jr	Director of Operational Requirements & Development Plans	72671	31 May	8 June	17 June
SR-71	Strategic	Maj John G. Courlas	Director of Development	52969	31 May	8 June	17 June
F/17-4	TAC/BI	Col Jay C. Van Bloon	Director of Production	57163	2 June	7 June	17 June
A-7	TAC	Col Kenneth M. Beckman	Director of Production	77161	2 June	7 June	17 June
C-5	Airlift	Col Rayner E. Robertson Maj Ralph Blackwell	Director of Production	53231	1 June	7 June	17 June
COMBAT	C3/space	Lt Col Nicholas S. Polio	Director of Development	92001	3 June	7 June	17 June
TITAN III	C3/space	Lt Col James C. Fitzpatrick	Director of Development	74430	3 June	7 June	17 June

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D. C.



23 MAY 54

TO: AFMDC

SUBJECT: Letter of Appreciation

TO: AFMRS

1. The cycle of presentations of the FY 1957 Research, Development, Test and Evaluation program to interested committees of the Congress has recently been completed. The success of these presentations depends in large measure on the quality of the pre-hearing preparations and the support provided during the actual appearances before the committees. The support provided by AFMRS in the preparation of visual aids, assistance in the preparation of film clips, and in operations of visual aid equipment during this year's hearings is therefore highly significant.

2. I wish to express my appreciation for the assistance which was furnished by your organization and to recognize in particular the efforts of Mr. Raymond E. Lantz, Jr. of the Graphic Arts Branch and Master Sergeant Archie E. Crutchfield and Staff Sergeant Joe V. A. Jolly of the Presentations Branch. The responsiveness which these men displayed in the face of short deadlines, last minute schedule changes and a requirement for flexible reactions to committee desires is indicative of their truly professional ability and deserves the highest praise.

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*James Thurston*  
JAMES THURSTON  
Lt. Colonel, USAF  
Deputy Chief of Staff,  
Research and Development

COPY

AMXOPFL

Letter of Appreciation

5 May 1960

AMDAS

The purpose of this communication is to acknowledge the excellent support given to the members of the Southeast Asia Counter Air Alternatives (SEACAA) Ad Hoc Group by the Graphics Section of AMDAS during the period 15 March - 5 May 1960. The responsiveness and cooperative spirit of this group contributed substantially to the timely completion of the project. Further, the excellent quality of the visual aids produced by this section significantly enhanced the effectiveness of the briefings presented in conjunction with the processing and coordination of the project report within the Air Staff. Please convey my appreciation to Mr. Forner and Mr. Hayes for their outstanding personnel efforts in behalf of the SEACAA project.

Signed  
Robert B. Pater  
Lt Colonel, USAF  
Project Director

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8

COPY

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D. C.



FORM NO. 64  
12-54

SUBJECT: Letter of Appreciation

2 JUN 58

TO: AIRMAIL (Lt Col R. G. Daroline)

1. I would like to formally recognize the extensive assistance afforded me by Technical Sergeant Alfred R. Schorsch, AF12274432, 3520C of the Air Force Film Library. Specifically, I was made responsible for the review and final selection of a scientific film program for the 1968 Aerospace Medical Association Convention at Las Vegas, Nevada. In performing this job, it was necessary for me to solicit various educational, industrial, and governmental film sources for candidate materials and to then review each movie for program suitability.

2. Sergeant Schorsch graciously accepted the burden of operating the projection equipment for approximately fifty (50) showings in the projection lane of his film library. In every instance, he was willing to put aside his routine work at my convenience and several months were required to complete the review and make my final selections. Sergeant Schorsch also rendered important assistance, in providing me with several Air Force Film Library holdings, some of which were finally selected for showing at this important national convention. Without his intimate knowledge of the character of my interest and the content of the films in his custody, I would not have been able to identify any of this letter material as being suitable for my program.

3. The basis for my commendation at this time stems primarily from the friendly, cooperative, and professional attitude which Sergeant Schorsch displayed, whereas the usual attitude which one might expect to find in a similar situation would be that of total begrudgment. I am sure that my impressions of Sergeant Schorsch are indicative of his general approach to his job and such rare zeal warrants recognition. It is, therefore, requested that this letter be placed in his Unit Personnel records for future promotional evidence.

ROBERT E. ROBARDS, Colonel, M.C., USAF  
Science Division  
Directorate of Science & Technology

Copy to:  
✓ AIRMAIL (Cgt Schorsch)  
Commander, 1130d Field Extension Sq (Jelling AFB)

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DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS, UNITED STATES AIR FORCE  
WASHINGTON, D.C.



AFSMSB

3 March 1966

Letter of Appreciation

AFDAS

1. This office wishes to express its gratitude for the outstanding accomplishment of the MAP Training/Community Support exhibit -- "Make Friends . . . Gain Partners" -- as well as for the preparation of the INFORMATIONAL PROGRAM ACTION GUIDE For Commanders and Their Foreign Training Officers.
2. The Air Training Command and the Tactical Air Command have expressed the highest praise for the exhibit and its accompanying brochures. Both commands are in the process of utilizing them at approximately 24 training bases to motivate greater participation by the local community, including base military and civilian personnel, in the USAF program for generating a better understanding of the American people, American values and ideals, and for reinforcing confidence in American power and purpose.
3. It is the feeling of this office that Mr. Tom K. Canning, who, at the time, was Director of the Presentations Branch, merits a commendation for his rare comprehension of the content and feel for the subtleties unique to the Informational Program for Foreign Military Trainers in general and this project in particular. He deserves special recognition for exceptional skill personally manifested in achieving the highly professional concept, design, coordination of the fabrication, and writing of the texts that appeared on the exhibit and in the accompanying brochure. In addition, his professional skills were significantly evident in the ACTION GUIDE which he personally wrote. The ACTION GUIDE is in the process of being adopted for Military Assistance Program Training use by the Air Training Command in the near future.
4. It is requested that a copy of this letter be made a part of Mr. Canning's personnel file.

JAMES A. WATKINS, Colonel, USAF  
Chief, Training Division  
Dir of Military Assistance, DCS/S&L

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ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301

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MEMORANDUM  
(Military Personnel Policy)

26 May 1966

MEMORANDUM FOR DIRECTOR OF ADMINISTRATIVE SERVICES,  
DEPARTMENT OF THE AIR FORCE

SUBJECT: Appreciation For Services Performed

The Presentation Division of your organization gave the Troop Housing and Bachelor Officer Quarters Task Force effective and immediate support during a critical period in the preparation of the Task Force report.

The members of the Task Force tell us that the alert and interested attitude and effective support which they were given, seems to be the everyday standard of performance in the Presentation Division. Such standards are achieved only by the happy combination of leadership and talent.

Mr. Stephen B. O'Dea was particularly cooperative and generous with his time in assisting the Task Force in establishing a basic format for their report, as well as editing much of the material contained therein.

On behalf of Mr. Morris, may I ask that you convey our sincere appreciation to the Chief of the Presentation Division and Mr. O'Dea for their assistance to us.

(Signed)  
William W. Berg  
Brigadier General, USAF  
Deputy Assistant Secretary of Defense

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## *Services of the* **Presentation Branch**

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**O**ur Presentation Specialists in AFDASGC can help you in many ways.

**D**o you have to deliver a speech, give a briefing, or write an article?

**W**ill pictures add clarity and interest to the text?

**O**ur presentation specialists are trained to use  
**both words and pictures in the Communication Arts**

*Words* /

We will help you write your material,  
edit it, or write it for you.

*Pictures* /

We will work with you and professional artists  
in mating words and pictures for information,  
interest, and impact in your presentation.

---

### **Speeches**

**W**e will prepare your speech, taking into consideration the official position and personal characteristics of the speaker and the interest of the audience at the selected time and place. We will use language appropriate to the subject and the audience: serious, humorous, or "man-on-the-street". We will cover the subject in detail or "broad brush" it, as desired. If graphics can add to the speech, and facilities are available for their use where the speech is given, we will work with you in procuring vu-graphs, 35mm slides, film clips or whatever is needed.

OVER

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12

TAB-12

## Briefings

**B**riefings generally require strong graphic support. However, briefings begin with and their continuity of thought is sustained by words. We can help you find the "right" words to present your information in a clear and direct manner. We will work with YOU and a capable artist in blending words and pictures into a unified and effective presentation.

## Study Groups And Task Forces

**W**e are available to lend editorial and writing support to Study Groups and Task Forces. We will also work with you and the artist in coordinating the necessary graphics: vu-graphs for briefings, and charts, diagrams, and illustrations for reports.




### Mr. Charles J. Gilcrest

is Chief of the Presentation Branch and Senior Presentation Specialist. He will be happy to discuss any presentation problem with you. His Room Number is 5E 181 and his Phone is 78848 or 77098.



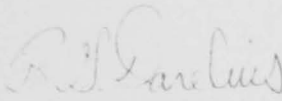
### Mr. Tom Cuning

is the Branch's Special Activities Officer and will work with you on brochures and special projects such as complete "sales kits" for programs for which you must get cooperation, TV and movie scripts and the like. His Room Number is 5E 181 and his Phone is 78848 or 77098.



### Mr. William Baker Mr. Edward Cummings Mr. Fitzhugh Ellison Mr. Stephen O'Dea

are the Branch's professional writers - experts at writing speeches, briefings or articles - and are ready to help you with any writing problem. All are in Room Number 5E 233 and may be reached by telephone on 79131 or 79188.

  
R. G. DARELIUS  
Lt Colonel, USAF  
Chief, Presentation Division  
Directorate of Administrative Services





# PRESENTATION pd DIVISION - HQ USAF

LT COL F. C. BARKUS is Chief of the Presentation Division and directs a group of presentation analysts, program planners, writers, designers, illustrators and audio-visual technicians dedicated to the task of helping you make the best possible presentation, speech or publication.

His Room Number is SE 181 and his telephone no. is 7330.

## ■ Graphic Arts Branch

MR. SAMUEL A. SULLIVAN directs the activities of the Graphic Arts Branch, Room SE 169, extension 57941. It provides a central service for HQ USAF.

The Branch is divided into four visual support sections, each with a Visual Information Specialist available for consultation. All can be reached on extension 57941, Room SE 169. The position of the Headquarters Staff each serves is shown in the Directory.

### Visual Products and Services Include:

Announcements, posters, newsletters, pamphlets, brochures, special studies, charts, slides, TV story boards, art, automatic animation, etc.

Exhibits ranging from institutional, promotional and historical, to product and data displays.

Design concepts for data control and staff promotional programs.

Our staff will assist in visual presentation critiques for conferences and committees at all Air Staff levels. We also assist you in identifying and determining visual presentation needs, finalizing visual aids and props, and -- if you wish -- conducting "dress rehearsals" of the complete visual presentation package.

## ■ Presentation Branch

The people in the Presentation Branch are mostly concerned with words. Every speech, Study Group report, briefing or written publication starts with words and often words come the illustrations or visual aids to give the presentation punch and to augment its effectiveness.

MR. CHARLES J. OBCHREST is Chief of this Branch and will be happy to discuss any presentation problem with you. His Room Number is SE 131 and telephone no. is 78949 or 77098.

MR. TOM CUNNING is Special Activities Officer, and will work with you on brochures and special projects such as complete "sales kits" for programs in which you must get cooperation, TV and movie scripts, and the like. His Room Number is SE 151 and his telephone no. is 78949 or 77098.

MR. WILLIAM BAKER, MR. EDWARD CUMMINGS, MR. FITZGERICH LUTJON and MR. STEPHEN O'DEA are professional writers-experts at writing speeches, briefings, or articles -- and are ready to help you write your own material, to edit it, or to write it for you. All are in Room SE 233 and may be reached by telephone on 79131 or 79188.



... when you need speeches, briefings, visual aids, reports for Task Forces or Study Groups, folders, charts, brochures, pamphlets, certificates, editing, rewriting, coaching, criticism or any other creative service in the Communication Arts, the HQ USAF Presentation Division can help you.

## ■ Projection & Conference Services Branch

MR. FRED P. BRUCE is Chief of this Branch. He may be contacted by telephone on extension 50815 or in Room SE 229.

This Branch provides the following services and facilities: Conference Rooms with accommodations for 18 to 125 people. Three conference rooms and two small theatres are available.

Audio-visual projection and sound equipment. This equipment includes va-graph projectors, 35 mm. slide projectors, 16 mm. motion picture projectors, machine editors, tape recorders, screens and lecterns. Experienced audio-visual technicians are available to operate the equipment in the conference rooms and theatres.

A Film Library of some 1,000 films on a wide range of Air Force subjects, with facilities for private screenings and previews. Film subjects include Military Training, Science and Technology, Aerospace Medicine and Air Power & Space, as well as various documentary films.

The Film Library advises clients on the variety and suitability of films available for various programs. The library issues portable audio-visual equipment and provides instruction in its operation. Film cleaning, repair and splicing services are also available.

To schedule Conference Rooms, Theatres, and projection equipment, telephone extension 78105, or visit Room SE 240.

Contact with the Air Force Film Library may be made by telephone 52517, or in person in Room SE 240.



... highly skilled, creative people with the proper tools will produce a better product.

People in the Presentation Division, HQ USAF, are highly skilled in the Communication Arts. They are creative ... they have the tools and know how to use them.

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# DIRECTORY

Chief: Lt Col R. G. Darelus ● 5E 181 73330

GRAPHIC ARTS BRANCH • AFDASGA

Chief: Samuel A. Sullivan ● 5E 189 59941

Visual Information Specialists ● 5E 189 59941

Section **A**

OSAF, DCS/R&D, Secty Air Staff:  
Raymond Lentz

Section **B**

DCS/Personnel, Comptroller:  
Giacomo S. Larusso

Section **C**

Office of Chief of Staff, DCS/P&O  
Allen Partner

Section **D**

DCS/S&L, DCS/P&R  
Donald W. Cannavaro

PROJECTION & CONFERENCE SERVICES BR • AFDASGB

Chief: Fred P. Brugge ● 5E 229 50816

To schedule conference rooms, theatres, projection equipment ● 5E 240 78105

Film Library TSgt Alfred R. Schorsch ● 5E 240 52517







PRESENTATION BRANCH • AFDASGC

Chief: Charles J. Gilchrest ● 5E 181 78848/77098

Special Activities Tom Cuning ● 5E 181 77098/78848

Presentation Specialists & Writers ● 5E 233 79131/79188  
William Baker  
Edward Cummings  
Fitzhugh Ellison  
Stephen O'Dea

## AFDASG the Presentation division..

  
  
  
  
  
  
is the principal independent Communication Arts shop serving Headquarters USAF. The Division works with the Secretary of the Air Force, the Chief of Staff, the Deputy Chiefs of Staff and other Air Force people preparing briefings, speeches, printed reports, pamphlets, visual aids and similar material for presentation to the White House, the Congress, the Secretary of the Air Force, the Chief of Staff and his Deputies, other Air Force people, industrial leaders, business, professional, and community groups. The Division also provides writing, editing and illustrating of Task Force and Study Group reports for oral presentation and publication. Use of the services provided by the Presentation Division (AFDASG) is directed by HOI 11-24.



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USAF (AFDASAD)

Three Corona Harvest Inputs - USAF Postal  
& Courier Service

Jan 65 - Feb 70

THREE CORONA HARVEST  
D-10332

7-4685

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.



REPLY TO  
ATTENTION: AFDASAD

16 JUN 1970

SUBJECT: Project Corona Harvest

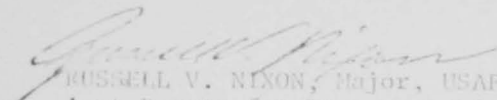
7-46885-200

TO: Lt Col Conrad H. Smith  
Aerospace Studies Institute (ASD-1E)  
Maxwell AFB AL 36112

X161492-1

Per your request, attached are USAF Postal & Courier Service inputs to the Corona Harvest project. - Inputs have been provided by each separate deputate. No attempt has been made to edit or consolidate them. If you have any questions or require additional information, please contact Mr Smith at OX-7219/47223.

FOR THE COMMANDER

  
RUSSELL V. NIXON, Major, USAF  
Asst Deputy for Transportation

- 4 Atch
1. Postal Operations
  2. Personnel & Training
  3. Plans & Programs
  4. Mail Transportation

7-46885

## POSTAL OPERATIONS

### Mail Service (Vietnam & Thailand)

1 Jan 65 - 31 Mar 68

#### 1. Evaluation - Major Issues

a. Legislation - Free Mail Service, Vietnam. The Military Pay Act of 1965, Public Law 89-132, approved by the President on 21 August 1965, included provisions for free mail service for members of the Armed Services in Vietnam, effective 1 September 1965. Only personal letters and postcards in their usual and generally-accepted form were entitled to free transmission under the law. DOD Directive 1300.8, August 27, 1965, was published to provide guidance and instructions in implementing the law (copy attached). The original law has been twice expanded to include additional free mail service. Public Law 89-315 extended the free mail privilege to a member of the Armed Forces hospitalized for disease or injury incurred as a result of service in a combat area, and to a member of a friendly foreign nation at an Armed Forces post office. Public Law 89-725 contains the latest guidance and instructions on the expanded free mail privileges. A copy of the revised implementing DOD Directive 1300.8, November 14, 1967, indicating the expanded services is also attached. Presently there is before the Congress new legislation which would further expand the free mailing privileges to all Armed Forces personnel worldwide.

b. Legislation - Space Available Mail (SAM). Public Law 89-315, 1 November 1965, resulted from the Vietnam situation. It provides for space-available airlift of fourth-class parcels not exceeding five pounds in weight and 60 inches in length and girth combined when mailed by or addressed to a member of the Armed Forces serving in a combat area. Public Law 89-725, 2 November 1966, expanded this concept to provide for space-available airlift of the following categories of mail matter when mailed at or addressed to any Armed Forces post office (APO/FPO) worldwide:

(1) First-class letter mail (including postcards and postal cards).

(2) Sound-recorded communications having the character of personal correspondence.

(3) Parcels of any class, not exceeding five pounds in weight and 60 inches in length and girth combined.

c. Legislation - Parcel Air Lift (PAL). Public Law 90-206, effective 7 January 1968, came about as a result of the Vietnam situation, although it applies worldwide. It provides:

(1) That any parcel, other than a parcel marked airmail or as air parcel post, not exceeding 30 pounds in weight or 60 inches in length and girth combined which is mailed at or addressed to any oversea military post office (APO/FPO) outside the 48 contiguous States will be transported by air on a space-available basis, upon payment of a fee of \$1.00, at the option of the mailer, in addition to the regular surface rate of postage.

(2) Transportation by air, on a space-available basis, on scheduled United States air carriers, of second-class publications published once each week or more frequently and featuring principally current news of interest to members of the Armed Forces and the general public which are mailed at or addressed to any such Armed Forces post office (a) in an oversea area designated by the President where the Armed Forces of the United States are engaged in action against an enemy of the United States, or (b) in an isolated, hardship, or combat support area overseas, or (c) where adequate surface transportation is not available.

(3) Establishment of size and weight limitations for first-class mail at 100 inches and 70 pounds respectively.

(4) Clarification of the dispatch of surface-type official mail as SAM (PL89-725) where adequate surface transportation is not available.

2. Evaluation - Achievements. During this period the USAFPCS continued to eliminate the sale of Post Office Department (POD) money orders at APOs where adequate money-order service was offered by other agencies (examples: banks located on US bases and the base exchanges). As a result, only 60 of the 140 APOs were selling money orders. This policy was designed to save Air Force manpower by eliminating duplication of a service offered by other agencies. In 1967 USAFPCS began investigating the feasibility of selling a commercial money order in the APOs in place of the POD money order. The objectives were to give the serviceman the money order at a lower fee cost and to provide one which was simpler for the Air Force to administer. Communication among the USAFPCS, POD, Bureau of the Budget, Air Force Judge Advocate, and the Department of Defense concluded that the Army and Air Force Exchange Service (AAFES) money order (obtained through contract with the Republic National Bank of Dallas, Texas) could be sold in Air Force APOs in place of the POD money order. The restricting stipulations were that the money orders must be sold from a separate window from those used for postal services; that the AAFES money-order window must have a sign identifying it as a non-postal activity; and that the money orders could not be sold by a postal clerk while he was on duty as a postal clerk. Sale of AAFES money orders in Air Force APOs was scheduled to begin in May 1968; however, due to minor technicalities, sale had not begun at the end of this period.



## PERSONNEL & TRAINING

1. Major Issue: Manning of SEA Postal and Courier manpower authorizations was handled by the Vietnam and Thailand Districts during the period of this report. CBPO support was provided by the 377th Combat Support Group for Vietnam and 631st Combat Support Group for Thailand.
2. Achievements: The requisitioning process was neither as effective nor efficient as it could have been because we were seemingly always over in one area and short in another. It must be remembered that the time of this report covers a period of rapid buildup in Vietnam as well as Thailand and the manning always lagged behind. The CBPO support in both Vietnam and Thailand was at best sporadic, and because of our position as a tenant unit scattered all over SEA, our people did not always get the kind of service they were entitled to.
3. Alternatives: The major alternative to the system that prevailed in SEA during this time is the present system of personnel support; i.e., one central CBPO in the Headquarters and one central requisitioning and manning point.
4. Significant Lesson Learned: The best personnel support can be provided by a CBPO that is under the operational control of the commander who has overall mission responsibility. A field extension such as the USAFPCS has many unique requirements and must be very flexible in accomplishing the mission. It does its job primarily with personnel and there must be instant responsiveness to the needs of the unit. In a dispersed environment the responsiveness is hindered because of the time involved in communication between the commander and the unit that must do what he wants (move people, reassign them out of the unit, etc.).
5. Recommendation: That the USAF Postal and Courier Service continue to operate a CBPO and have selective and 100% manning.



## PLANS & PROGRAMS

1. There are two significant areas concerning the mail service in SEA in our sphere of responsibility--facilities and organizational structure.

2. Facilities:

a. To keep pace with the increased demand for postal service in Vietnam, this organization made a concerted effort to improve and expand its facilities. The Aerial Mail Terminal (AMT) at Tan Son Nhut AB was expanded from a facility of 2000 sq ft to a multiple facility complex with a scope of 12,000 sq ft. Two additional AMTs, one at Cam Ranh Bay and the other at DaNang, were opened to expedite the flow of mail to and from the III and IV Corps areas of South Vietnam.

b. Along with the opening of these AMTs, AFPOs and PSCs were established at each Air Force installation within this country. The USAFPCS, in conjunction with AFLC, arranged for the redistribution of over 100,000 postal lock boxes from the CONUS to the PSCs in Southeast Asia (SEA). In early 1968, AFLC conducted surveys in this area to determine the feasibility of mechanizing the larger mail-handling facilities. Their findings were conclusive; such equipment was desperately needed. Thus AFLC initiated funding and procurement actions to insure that mechanized material-handling equipment was made available for use by the USAFPCS.

c. From a logistical standpoint, the above actions had the greatest impact on our operational capability in South Vietnam from 1965 to 1968. The ability to keep pace with the tremendous increases in mail volumes contributed significantly to the mission of the USAFPCS in all of SEA during this time period.

3. Attachment #1 depicts the past and present organizational structure of the units providing postal service to Air Force personnel in SEA.

1 Atch  
as

FORMER ORGANIZATION  
VIETNAM & THAILAND

As of: 20 Dec 65

PACAF

6005th Air Pstl Gp

9th Air Pstl Sq

Vietnam

Thailand

Det 21  
Cam Ranh Bay

Det 1  
Soc Trang

Det 3  
Bangkok

Det 23  
Phan Rang

Det 2  
Hue

Det 10  
Don Muang

Det 4  
Bien Hoa

Det 11  
Takhli

Det 5  
DaNang

Det 12  
Ubon

Det 6  
Nha Trang

Det 22  
Nakhon Phanom

Det 7  
Can Tho

Det 8  
Pleiku

Det 9  
Qui Nhon

Det 13  
Vung Tau

Det 14  
Ban Me Thuot

Det 15  
Vinh Long

Det 16  
Quang Ngai

Det 17  
Kon Tum

Det 18  
Bac Lieu

Det 19  
Tan Son Nhut

Det 20  
Phu Bai

CURRENT ORGANIZATION

VIETNAM & THAILAND

HQ USAF

USAFPCS

PAC RGN

Vietnam  
District

Binh Thuy

Pleiku

Tuy Hoa

Vien Hoa

Cam Ranh Bay

DaNang

Phu Cat

Nah Trang

Monkey Mtn

Phan Rang

Thailand  
District

Ubon

Nakhon Phanom

Takhli

Don Muang

U-Tapao

Udorn

Korat

Phitsanulok

Chiang Mai

MAIL TRANSPORTATION TO SOUTHEAST ASIA  
1 JAN 1965 THRU 31 MAR 1968

1. BACKGROUND:

a. Prior to May 1967, the majority of military mail for APOs in Southeast Asia was routed from mailing points in CONUS to San Francisco, CA (as shown in the address element on the letter or package) for onward movement by air or sealift to oversea areas. In May 1967, the Post Office Department (POD), with DOD concurrence, established a new method of routing airlift-eligible military mail (Airmail (AM), Military Official Mail (MOM), and Space Available Mail (SAM)). Post offices located in the "Northern-Tier" of the United States route airlift-eligible mail to Seattle, Washington, for onward movement by air to the oversea areas (see Atch 1). Surface mail continued to be routed to San Francisco for sealift to oversea areas. This change in routing was adopted to take advantage of the faster, cheaper air and surface transportation system within the United States as well as to increase utilization of the scheduled US commercial air carrier services (Northwest Airlines) operating from Seattle to oversea areas.

b. Airlift-eligible mail is normally transported by scheduled US commercial air carriers in keeping with applicable US laws and National Transportation Policy. A resume of mail volumes during this period is enclosed as attachment 2.

(1) Vietnam

(a) At the onset of this period, the only airlift-eligible mail was Airmail and Military Official Mail. In November 1965, passage of PL 89-315 authorized the space-available airlift of surface parcels, weighing not in excess of five pounds and not in excess of 60 inches length and girth combined, to and from APOs in Vietnam. This authorization served to increase the ratio of airlifted mail and was the forerunner of several laws which increased airlift mail volumes. Passage of PL 89-725 in November 1966 extended this privilege worldwide and added the authorization to airlift certain time-value publications when addressed to an APO in Vietnam. The latest law, PL 90-206, effective 7 January 1968, created a new category of airlift-eligible parcels, weighing

up to 30 pounds, and extended the airlift of time-value publications to other oversea areas (see Postal Operations input).

(b) Prior to November 1966, all airlift-eligible mail for Vietnam was routed via scheduled US commercial air carriers into Saigon, Vietnam, for further movement to destination by military air and surface transportation. For some time, the scheduled US air carrier (Pan American World Airways) serving Vietnam unsuccessfully attempted to obtain commercial air rights into DaNang, Vietnam. Failing this, in November 1966 the DOD established a daily round-trip MAC contract flight to transport airlift-eligible military mail, destined for I and II Corps Tactical Zones (CTZ), between San Francisco International Airport and Cam Ranh Bay AB/DaNang AB, Vietnam. This flight served to reduce congestion and delays at Tan Son Nhut Aprt as well as reduce in-country airlift requirements. Airlift-eligible mail for III and IV CTZ continued to be routed into Saigon Aprt. In addition, airlift-eligible mail which generated at Seattle WA gateway for all of Vietnam was routed via a combination of scheduled US commercial air carriers into Saigon (Northwest Airlines to Tokyo for connection with Pan American flights into Saigon). In November 1967, in response to a COMUSMACV request to further reduce intransit traffic at Saigon, an additional MAC mail contract flight was established to operate between Tokyo International Aprt, Japan, and Cam Ranh Bay AB/DaNang AB, Vietnam (see Atch 3). This flight, scheduled to operate on an every-other-day basis because of available mail volumes, was established to transport Seattle-origin mail (which originated in the northern tier of the US) destined for I and II CTZs. In January 1968, PAA obtained commercial air rights into Cam Ranh Bay AB/DaNang AB, Vietnam. This scheduled US commercial air service was proffered to the Department of Defense and declined by them. Mail for I and II CTZs continued to be moved by MAC contract flights until 17 January 1970 (see added background file - Atch 5 & 6).

(c) During this period surface mail was transported between Oakland CA and the waterports of Saigon, Cam Ranh Bay, Qui Nhon and DaNang for onward movement to destination by military air and surface transportation.

(2) Thailand. During the entire period, the majority of airlift-eligible mail for Thailand was transported from Seattle and San Francisco mail gateways via scheduled US

commercial air carriers into Bangkok, Thailand. Surface mail was transported between Oakland CA and the waterports of Bangkok and Sattahip, Thailand.

## 2. LESSONS LEARNED:

a. Annual Christmas Mail Season. With the exception of problems enumerated above, the principal problem was the annual Christmas Mail Season, which generally taxed the commercial and military transportation systems. Each Christmas, the Military Airlift Command (MAC) responded to the challenge admirably (Atch 4).

b. Wet Mail. Another problem was mail becoming wet while enroute to addressee. This problem was particularly acute during the monsoon seasons. Mailbags used by the POD to pouch mail are not waterproof. To cope with this problem, the military services adopted the use of polyethylene mailbag liners at DOD expense. Once adopted, incidents of wet mail diminished.

c. Collocation of MAC and POD Terminals. The mail concentration facilities of the Post Office Department are located with and geared to tender mail directly to the scheduled air carriers operating from those points. Utilization of MAC to supplement the capacity of these carriers generally involved establishment of special vehicle routes to the nearest MAC APOE, thereby incurring delay and added cost. One of the outstanding characteristics of the MAC mail contract flights was that they operated from commercial air terminals (San Francisco and Tokyo, Japan) which were collocated with the postal facilities, thereby minimizing handling, delay and costs. It is recommended that any future MAC contract flights be similarly operated from a commercial airport whenever mail volumes warrant.

d. Non-alignment of MAC and Postal Channels. As stated earlier, airlift-eligible mail for the Pacific area flows from points of mailing within the CONUS to either postal concentration centers at Seattle or San Francisco. MAC cargo channels for each Pacific location are normally concentrated at one point (McChord, Travis or Norton AFB). Due to the complexity of APO numbers, it is not possible to route mail from points of mailing to the correct MAC POE on the chance that it may become necessary to resort to MAC airlift. Thus there is not always a "channel" established from a coastal

postal concentration point to a destination where supplemental MAC airlift is needed. This situation results in some delays while special assignment airlift is arranged and sufficient volumes are generated to fill the flight. In contrast, mail can always be dispatched daily via scheduled US commercial air carriers from either Seattle or San Francisco to any point in the Pacific via a single carrier or a combination of air carriers (involving a transfer between carriers at some oversea point). In view of the inability of the postal service to discriminately route mail to align with MAC cargo channels and the infrequent necessity to utilize MAC for mail movement, it is recommended that a waiver be granted to the postal service to enter mail into MAC channels at other-than-the-specified normal entry points.

6 Atch

1. Map
2. Mail Volumes
3. OASD Ltr, 11 Sep 67,  
w/atc
4. Hq USAF Ltr, 3 Jan 68
5. OASD (I&L) Talking Paper
6. Memo for the Record w/atc

REGIONS OF THE POSTAL ESTABLISHMENT  
 UNITED STATES POST OFFICE DEPARTMENT



Approved/Revised  
 Revised Date





OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301

INSTALLATIONS AND LOGISTICS

TS

11 OCT 1967

MEMORANDUM FOR THE OFFICE OF THE ASSISTANT SECRETARY OF THE AIR FORCE  
(INSTALLATIONS AND LOGISTICS)

SUBJECT: Air Transportation of Mail to Can Ranh Bay and Danang

Pursuant to the request of the Commander, U. S. Military Advisory Command, Vietnam that direct airlift service be established for the movement of mail to members of the Armed Forces in Danang and Can Ranh Bay, South Vietnam, discussions have been conducted with representatives of the Department of the Air Force, the Office of the Joint Chiefs of Staff, the military postal services, and the Post Office Department. The basic problem identified by COMUSMACV is the adverse impact upon workloads at Tan Son Nhut airport and on in-country transportation resources when mail from the Seattle, Washington gateway is routed into Saigon for redistribution to Danang and Can Ranh Bay.

After careful consideration of this matter, it has been generally agreed that the optimum solution lies in the use of scheduled commercial air service for the movement of this mail from COMUS to Tokyo International Airport, Tokyo, Japan and onward airlift via a commercial contract flight to be procured by MAC for operation from Tokyo International Airport to Danang, Can Ranh Bay and return.

We are advised that the current average monthly volumes of Danang/Can Ranh Bay mail to be transported via this routing are as follows:

<u>Origin</u>	<u>Monthly Volume</u>
San Francisco Gateway	1,247 short tons
Seattle Gateway	230 " "
Tokyo, Japan	230 " "
Total	1,717 " "

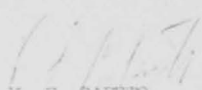
It is further estimated that this volume of mail can be expected to approximate 2,246 tons from COMUS and 230 tons from Japan in November 1967 and 2,748 tons from COMUS plus 230 tons from Japan during December 1967.

44-43  
[Redacted]

Informal conversation with the scheduled U. S. commercial air carriers presently serving between CONUS and Tokyo, Japan indicates that establishment of this mail service on the lines set forth above is agreeable. It appears that a daily payload of Danang and Cam Ranh Bay mail can be expected to generate in the San Francisco area for movement by Pan American Airways to Tokyo. Conversion of this aircraft from scheduled commercial to contract service after arrival at Tokyo International Airport would permit through-plane movement for the majority of the mail plus making possible the transloading of that priority mail moved by Northwest Airlines from Seattle to Tokyo or the unloading of priority mail generated in Japan. The scheduled air carriers concerned do not anticipate any difficulty in accomplishing the physical handling of this mail as required at Tokyo International Airport.

It is therefore requested that action be initiated by the Air Force to establish a contract airlift service at the earliest practicable date between Tokyo International Airport, Tokyo, Japan, Danang and Cam Ranh Bay, South Vietnam to satisfy the current requirements for the airlift of mail to and from the latter points. It is further requested that every consideration be given to obtaining through-plane service for the largest possible volume of CONUS originated mail in order to minimize handling of such material at Tokyo. Establishment of the service mentioned above will obviate the necessity for continuing the present contract for airlift of military mail from San Francisco to Danang/Cam Ranh Bay.

It is suggested that close liaison be established between MAC representatives and representatives of the Military Postal Liaison Office during contract negotiation and administrative phases of this program so as to assure the best possible mail service to our Armed Forces in South Vietnam.

  
V. F. CASERIO  
Director for Transportation  
and Warehousing Policy

POINT WILLAGESONA

UNCLASSIFIED FOR USE BY SECURITY CENTER

UNCLASSIFIED			
TYPE	CLASS	SCALE	X
PRIORITY			

081710Z Nov 67

FROM: SAFOJ

TO: MAC

*UNCLAS. SAFOJ*

From Secretary Charles to General Estes

Subject: Direct Mail Service to Cam Ranh Bay and DaNang.

REFERENCES: A - Hq USAF ltr same subject dated 24 Oct 67; B - Hq USAF msg same subject dated 27 Oct 67; C - MAC msg same subject dated 3 Nov 67.

CASD(I&L) has accepted MAC recommendations in Ref C that (1) present Cat "B" daily jet service for mail from San Francisco to Cam Ranh Bay and DaNang be retained and that (2) DaNang and Cam Ranh Bay mail from SEATAC be combined with mail generating in Northeast Asia and moved in fifteen Cat "B" jet flights per month from TIA to DaNang and Cam Ranh Bay.

Because mail in (2) above now moving through Saigon contrary to MACV desires and alternatives already available might involve added DOD handling

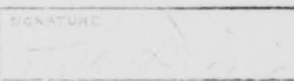
SPECIAL INSTRUCTIONS

DISTRIBUTION

SAFIL 73  
SAFILT  
AFKOP - 2

*XOX-2*  
*7*

DATE	9	TIME	
MONTH	Nov	YEAR	1967
PAGE NO.	1	NO. OF PAGES	2

TYPED NAME AND TITLE JOHN W. PERRY Deputy for Transportation and Communications, SAFILT	NUMBER 73654	SIGNATURE 
SECURITY CLASSIFICATION UNCLASSIFIED		SPECIAL INSTRUCTIONS <i>all 1</i>

ABERDEEN, ABERDEEN  
and/or CENTRAL OFFICE

SECURITY CLASSIFICATION  
UNCLASSIFIED

PROJECT NAME	RELEASED BY	DRAFTED BY	PHONE
AFSA/AFSA/AFSA		John W. Perry	75654

problems in Japan request MAC accomplish procurement action on the fifteen Cat "B" charter flights from TIA on an expedited basis. Offers should be solicited from all MAC contract carriers to assure best arrangement available price and other factors considered. FAA and NMA have already expressed interest.

Carrier or carriers providing the 15 Cat "B" flights from TIA must be clearly responsible for all ground handling in Japan of SEATAC mail including accepting delivery of that mail from the Trans-Pacific carriers to which mail given at SEATAC by POD. Army and Air Force Postal Service does not have facilities or personnel in Tokyo to accomplish transfer that service will handle only delivery of mail originating in Northeast Asia to MAC contractor.

Instructions in Refs A and B inconsistent with this msg is modified hereby.

CONTROL NO.	TCR/TOD	PAGE NO. 2	NO. OF PAGES 2	MESSAGE IDENTIFICATION	INITIALS
REGRADING INSTRUCTIONS				SECURITY CLASSIFICATION UNCLASSIFIED	

TALKING PAPER prepared for Mr Whittaker, Asst Secretary of  
the Air Force (Installations and Logistics) on 28 Feb 1970:

PUB  
7

MOVEMENT OF MILITARY MAIL

I. INTRODUCTION:

This paper covers mail movement to and from U.S. and between overseas areas (both personal and military) under the policies and procedures established for such movement by the U.S. Post Office Department.

- Mail destined for military forces overseas is sent by Post Offices throughout the United States to Post Office facilities located in New York, San Francisco and Seattle where the Post Office Department prepares this mail for movement overseas. At these facilities, known as Postal Concentration Centers, mail is sorted by Post Office Department personnel. Post Office Department personnel sort and pouch mail according to information provided by DOD regarding the location of Military Post Offices overseas through receiving points operated by USAFPCS.

- Airmail, Military Official Mail and Space Available Mail (including Parcel Airlift Mail) is then pouches by POC personnel in distinctively colored bags which identify its movement priority. POC prepares airway bills for each category of mail, describing it by priority, weight, number of pieces, overseas destination and the commercial air carrier (or MAC where U.S. commercial air service does not exist, is infrequent or insecure) which will move this mail to the indicated destination. Copies of the airway bill are furnished the commercial carrier and the USAFPCS receiving activity and maintained on file by the POC dispatching activity.

- Mail is delivered by the carrier to USAF Postal and Courier Service operated terminal postal facilities in the overseas area where decision on final transportation to the APO of address is made by terminal personnel. A copy of the airway bill which accompanied the mail is signed by Air Force postal personnel and serves as proof of services rendered and constitutes the document for later payment of mail transportation costs by the Post Office Department.

- Military forces mail is deposited at APOs in the overseas areas. There, mail is sorted and pouches by military personnel according to instructions furnished by the Post Office Department again on the basis of priority and destination in the U.S. or other inter/intra theater military destinations.

- Airway bills are then prepared at USAF Postal and Courier Service (USAFPCS) operated Aerial Mail Terminals for each category of mail, by describing it by priority, weight, number of pieces, U.S. or overseas destination and the scheduled commercial air carrier which will transport this mail to the proper destination. Airway bills are distributed by USAFPCS to the carrier, the receiving activity and the POC Postal Data Center. A copy is maintained at the Air Force dispatching activity. Shipment verification is again performed by the receiving activity by signing a copy of the airway bill.

1-1-25

## II. TRANSPORTATION AND DISTRIBUTION OF MAIL:

- Use of only scheduled air carriers is based on the Federal Aviation Act which authorizes the CAB to certificate scheduled air carriers for carriage of persons, property and mail.
- Distribution of mail traffic between/among competing U.S. flag (CAB certificated) scheduled air carriers is based on administrative rules of the Post Office Department which recognize competitive nature of the published schedules of the carriers and the priority (Air Mail, Military Official Mail and Space Available Mail (including Parcel Airlift Mail)) of the traffic. These rules of the POD stipulate that Airmail will be dispatched by the most expeditious service to the airport of destination. The POD takes equal division of traffic when competing carriers arrive at destination within one(1) hour of each other. Arrivals separated by more than one(1) hour are not considered by the POD to be competitive and no division of air mail is made. Military Official Mail (MOM) is distributed between competing carriers in the same manner as air mail except that scheduled arrivals at destinations within two(2) hours are considered competitive. This administrative procedure recognizes the lower priority of MOM and also enables more carriers to share in this lower rated traffic. "Space Available" mail is equitably distributed on a periodic basis (usually daily) between carriers serving the destination. No time criteria have been established by the POD since space available mail enjoys no priority compared with Air Mail, MOM or other revenue traffic available to the carrier.
- Mail dispatched as outlined above does not move within the Military Airlift (MAC) system nor is it processed by any military agency until arrival at the overseas airport of destination. On arrival, the carrier delivers mail for that destination to local representatives of the USAF Postal and Courier Service who operate a Military Aerial Mail Terminal. Completion of documentation by these Air Force Postal and Courier Service personnel indicates acceptance of the mail, completion of the carriers obligation to the POD and is the basis on which the Post Office eventually pays the carrier for services performed.
- Military addressed mail which must go beyond the Aerial Mail Terminal (AMT) is prepared for dispatch by the AMT in accordance with instructions of the USAFPCS and requirements of the traffic. If competitive scheduled U.S. commercial air carriers are used for onward movement, the distribution of mail between carriers is again based on the same Post Office Department rules and policies that governed the initial distribution by the POD at their U.S. Concentration Center. If MAC must be used due to the non-availability of a U.S. Flag Carrier, this is accomplished in the same manner as set forth above except instructions are promulgated in Air Force directives rather than POD directives. In either event, the priority of the mail, security and availability of space on carriers equipment dictate carrier and routing to be used.

(In some instances, foreign flag air carriers are used with permission and advance approval of the POD after completing arrangements with the foreign postal administration. Surface transportation may be used for onward movement of mail within the immediate area of the Aerial Mail Terminal. Selection of mode is based on transportation schedules and priority of mail.

- When mail is addressed to a military destination that is not served by a U.S. flag carrier, the service and facilities of the MAC is used. Again, the mail is processed by the POD and delivered to the appropriate USAF installation instead of commercial carriers facility. Mail is moved throughout the overseas MAC system as does any other military traffic; that is on a "first in-first out" basis and at the regularly established rates for transportation by military air. Financial arrangements are within the military system and do not involve the POD.

- Preparation and distribution of air eligible mail inbound to the United States is accomplished by military personnel operating Aerial Mail Terminals in the overseas location in the same manner as outbound mail; that is, under the administrative rules of the POD, and after having been properly sorted, bagged and documented to destination. Upon arrival in the United States, the mail becomes the responsibility of the POD for onward transportation -- either air or surface according to the priority of the mail.

### III. BILLING PROCEDURES FOR MILITARY MAIL:

#### MAC Organic and/or MAC Contract Aircraft:

Military mail (APO/FPO) tendered to either MAC organic and/or MAC contract aircraft is billed to the appropriate using Service, as follows:

- Military mail is billed at the MAC common-user tariff rate. This rate is a cost per pound rate and varies according to the channel which MAC airlift service is provided on a schedule. The rate is basically a break-even or total cost of operation for MAC to operate over a particular channel. When mail is to be transported by MAC, a manifest is prepared by the dispatching activity which reflects, among other things, the channel and the number of pounds tendered. The manifests are then forwarded from the dispatching points to the appropriate MAC data processing centers. At these centers, necessary billing information is extracted from the manifest and keypunched onto IBM cards. These cards are then forwarded to the MAC Industrial Fund Accounts Division for consolidation and preparation of monthly bills to each using Service. Since Navy mail (FPO) is identified and tendered separately from Army and Air Force mail (APO), they are billed the full amount transported by MAC. The amount of APO mail transported in the MAC system is billed on a pro-rata basis. For example, at the present time, the cost to transport one pound of APO mail is billed 55% to the

Army and 45% to the Air Force.

- The same manifesting and billing procedures apply when mail is transported by MAC contract aircraft, except that MAC pays the air carrier the full cost of the contract. This cost may exceed the cost billed each using USR Service, since they are only billed at the MAC common-user tariff rate.

Commercial Air Carriers:

Military mail (APO/FPO) tendered to commercial air carriers is billed to the appropriate using Service, as follows:

- Either the Post Office Department, or the military activities tendering mail to commercial air carriers, prepare a Post Office Department Delivery List (POD Form 2942, AV-7). This form (manifest) indicates among other things whether APO or FPO mail is tendered, the channel, the routing, the category of mail (Air Mail (AM), Military Official Mail (MOM), Space Available Mail (SAM)) and the weight and number of pieces (sacks, pouches, etc.) dispatched. The cost to transport military mail by a commercial air carrier is based upon the established mileage of the channel which mail is transported over and the ton-mile rate for the specific category of mail, which are both set by the Civil Aeronautics Board (CAB).

- The manifests (AV-7s) are forwarded from the dispatching activities to the appropriate Post Office Department (POD) Data Centers, who in turn forward them to the POD International Accounts Branch, New York for compilation and reconciliation of bills submitted by the air carriers. The Post Office Department (POD) pays the individual carriers direct. The POD, in order to obtain reimbursement for the amount paid to commercial air carriers for movement of military mail, bill the Military Airlift Command (MAC) direct. The POD bill, which is submitted monthly, identifies the amount of APO and FPO charges. The MAC pays the entire amount of the POD bill regardless of specific charges identified as APO or FPO.

- In order for MAC to obtain reimbursement from the individual using Service, MAC extracts from the POD bill those charges identified as either APO (Army and Air Force) or FPO (Navy) military mail. Navy mail charges are billed directly to the appropriate Navy finance office for reimbursement to MAC. APO mail charges are based upon a pro-rata share established at 55% Army and 45% Air Force. The pro-rata share of the APO mail charges are then billed directly to the appropriate Army and Air Force finance office for reimbursement to MAC.

IV. Special Note: It is important to remember that the postage paid by a patron only pays for the transportation of military mail within the domestic postal system. The Department of Defense (DOD) pays for the transportation of military mail to the from the U.S. and the intra and inter-theater movement.



Background Information Relative to MAC Charter Service for Mail to Da Nang and Cam Ranh Bay Recently Converted by Post Office Department to Scheduled Service.

- Up until October 1966, all mail was delivered by PAA by scheduled service to Saigon.
- In October 1966, General Westmoreland requested that air service for military mail be established to Da Nang and Cam Ranh Bay.
- At that time there was no commercial air contract service from the United States to these two points.
- Many military manhours were being expended in Saigon sorting mail and loading it on military aircraft for transport to military units north of Saigon. This congestion caused delays.
- DOD requested the POD to have mail for Da Nang and Cam Ranh Bay areas segregated at San Francisco from other Vietnam mail and turned over to MAC contract charter for movement. POD complied and mail was transported by PAA under MAC charter contract.
- PAA subsequently, with the approval of the CAB, instituted scheduled service to Da Nang and Cam Ranh Bay.
- The POD General Counsel issued an opinion that the POD should follow its normal procedures and tender mail to the new Pan American Commercial flights rather than dispatch via the MAC contract flights.
- DOD advised the POD that DOD would not object to military mail being tendered to scheduled carriers in accordance with the POD's established procedures.
- On 17 January, POD tendered mail to PAA under scheduled service; consequently, MAC cancelled the mail requirement from the MAC/PAA contract.
- NWA was also under contract to haul military mail from Tokyo to Cam Ranh Bay and Da Nang which generated from the Seattle Gateway.
- With the conversion of the movement of mail on scheduled service carriers, there was no requirement for this contract; consequently, mail movement by NWA under MAC contract was discontinued 31 January 1970.
- Flying Tiger also implemented scheduled service to Cam Ranh Bay and Da Nang effective 1 February 1970. Consequently, military mail is currently being tendered by the POD to both PAA and FTL and does not involve MAC.

FILE: MRC 'ACT FLIGHT  
TRS-2

MEMORANDUM FOR THE RECORD

SUBJECT: Air Transportation of Mail to DaNang, Phu Cat and Cam Ranh Bay RVN

The attached paper has been obviated by the recent DOD decision to utilize scheduled U.S. commercial air carrier service into VCR and DAD. Pan American World Airways (PAA) inaugurated scheduled U.S. commercial air service from SFO to VCR/DAD on 17 January 1970. Flying Tiger Line (FTL) will inaugurate scheduled service from SFO and SEA to VCR/DAD on 1 February 1970. In view of the above, this paper is no longer necessary.

*Charles G. Smith*  
CHARLEY G. SMITH  
Chief Transportation Mgt

1 Atch  
a/s

*AMT 2 Feb*

AFDASAD ECDROMAT 016
<i>2 Feb 1970</i>

Att 4<sup>b</sup>

## DEPARTMENT OF THE AIR FORCE AIR STAFF SUMMARY SHEET

NO	ACTION	SIGNATURE (Surname and Grade)	TO	ACTION	SIGNATURE (Surname and Grade)
1	AFSPP Coord		6		
2	AFSPP Coord		7		
3	AFXOT Coord	<i>[Signature]</i>	8		
4	AFCCS Appr		9		
5	SAPPH Sig		10		
SURNAME OF ACTION OFFICER AND GRADE		SYMBOL	PHONE	TYPIST'S INIT.	SUSPENSE DATE
Col Andrew B. Harrison		AFBACA	47117	alb	
SUBJECT Air Transportation of Mail to DaNang, Phu Cat and Cam Ranh Bay					DATE 22 OCT 1959
SUMMARY					
<p>1. The USAPFCS proposed a change in the route structure of the MAC mail contract flights to Vietnam (Atch 2). MAC agreed that the proposed change was logical and that they would institute the change upon direction from Hqs USAF and resolution of certain legal issues raised by the contractor (Pan American) (Atch 3). Hq USAF (AFSPP) advised MAC that the legal issue raised by Pan American had been reviewed and concluded that the existing contractual arrangements were legal (Atch 4). The USAPFCS reiterated their request for the re-routing of the MAC mail contract flights (Atch 5). MAC responded that they were not in a position to provide service over the proposed route structure without specific approval from Hqs USAF (Atch 6).</p> <p>2. Benefits are:</p> <ol style="list-style-type: none"> <li>Provides for direct air service to Phu Cat, Vietnam.</li> <li>Corrects the discriminatory mail service afforded to military personnel serving in Tactical Corps Zones I and II whose correspondents reside in the northern tier of CONUS.</li> <li>Insures daily sequential movement of priority letter mails from both San Francisco and Seattle to DaNang, Phu Cat and Cam Ranh Bay.</li> <li>Eliminates service problems connected with routing mail through Tokyo, Japan.</li> <li>Eliminates reliance upon scheduled commercial air carriers to advance mail to Tokyo for connection with MAC contract flights to Vietnam.</li> <li>Simplifies the daily management and procurement of contract flights.</li> </ol> <p>RECOMMENDATION:</p> <p>3. The attached Memorandum to the Director of Operations be signed.</p> <p><i>[Signature]</i> JOHN F. BASH, Colonel, USAF Director of Administration</p>					

6 Atch

1. Proposed Memo to Hq USAF (AFXOP)
2. AFDASAD Ltr, 14 Aug 69, MAC Mail  
Contract Flights
3. MAOCOM Ltr, 9 Sep 69, MAC Mail  
Contract Flights
4. AFSPPP Ltr, Contract Airlift of  
Mail to Cam Ranh Bay & DaNang
5. AFDASAD Ltr, 13 Oct 69, MAC Mail  
Contract Flights
6. MAC Msg 162140Z, Oct 69, MAC Mail  
Contract Flights

DEPARTMENT OF THE AIR FORCE  
WASHINGTON 20330



OFFICE OF THE SECRETARY

MEMORANDUM FOR THE DIRECTOR OF OPERATIONS, AFXOP

SUBJECT: Air Transportation of Mail to DaNang, Phu Cat and Cam Ranh Bay.

A decision has been made to transport all CONUS-origin airlift-eligible mail from San Francisco and Seattle to DaNang, Phu Cat and Cam Ranh Bay on scheduled MAC contract flights. Your staff has, heretofore, handled arrangements with MAC concerning transportation of mail to these destinations.

Request you transmit instructions to MAC for implementation. Implementation should encompass the following factors:

1. Re-negotiation of the present MAC flight PLCI to operate on a daily basis from San Francisco International Airport via Seattle-Tacoma International Airport to DaNang, Phu Cat, Cam Ranh Bay and return to San Francisco International Airport. Sufficient space will be reserved at San Francisco to permit the on-load of all airlift-eligible mail destined for DaNang, Phu Cat and Cam Ranh Bay which is available at Seattle. Priority for the remaining space will be given to all Phu Cat-destined airlift-eligible mail which is available at San Francisco.
2. Operation of sufficient scheduled MAC contract flights to transport the remaining DaNang and Cam Ranh Bay-destined airlift-eligible mail from San Francisco International Airport.
3. Cancellation without cost to the Government of the commitment to Northwest Airlines to transport mail by contract flight from Tokyo International Airport to DaNang and Cam Ranh Bay.

DEPARTMENT OF DEFENSE  
OFFICE OF THE SECRETARY  
WASHINGTON, D.C.

APPEND/S/rbw/12 Aug 69

14 AUG 1969

MAC Mail Contract Flights

MAC (SIACCO)

1. Since November 1966, military mail addressed to military post offices located in I and II Corps Tactical Zone (CTZ) within Vietnam, has been transported from CMUS via a combination of scheduled U.S. commercial air carrier and MAC contract flights. These services have provided outstanding mail service to our combat forces in Vietnam.

2. Despite this fact, the military postal services recently held a meeting to discuss methods to improve mail service to Vietnam. The following considerations prompted this re-assessment:

a. At present, Northwest Orient Airlines (NWA) is permitted to transport Seattle-origin, Cam Ranh Bay (VCR) and DaNang (DAN) airlift-eligible mail from Seattle (SEA) to Tokyo (TYO) via their scheduled commercial air services, at mail transportation rates established by the CAB, for connection with MAC contract flights to Vietnam. In contrast, Pan American Airlines (PAA) transports equivalent categories of mail from San Francisco (SFO) via MAC contract flights direct to destination, at MAC contract rates. Carriage of mail via a scheduled air carrier from Seattle to Tokyo for onward movement via MAC to Vietnam is \$2.5 million more costly per annum to the military postal services, than thru-carriage via MAC, yet is believed to be inferior to contract service from San Francisco.

b. Flightline congestion at Tokyo International Airport is intolerable. Mail which has been advanced to Tokyo for movement via MAC contract flights from Tokyo is frequently exposed to the elements. The carriers are unable to obtain additional covered space at the airport. This situation has led to numerous instances of wet mail. Incompatibility of carrier containers (igloos) leads to unnecessary mail rehandling and damage when it is necessary to exchange mail between the two operators.

c. The necessity to transfer mail at Tokyo, coupled with the airport restrictions at Tokyo International Airport and the self-imposed landing curfew by US American crews during the hours of darkness in Vietnam, has narrowed the "landing window" at Cam Ranh Bay/DaNang to three hours per day. A recent additional temporary landing curfew at Tokyo International Airport forced the FICL flight (which operates from SFO to HAD/VCR via TYO) to operate into Tokyo Air Base (TAB). This re-routing precluded transfer of Seattle-origin priority mail to this daily flight, thereby incurring delays of up to 48 hours awaiting movement via the every-other-day NAC contract flight from Tokyo to Cam Ranh Bay and DaNang.

d. The narrow landing window cited above precludes our adding an additional air stop within Vietnam. Our Pacific Postal and Courier Region has recommended that mail for some 14 APO/SPOs, which are presently served through Cam Ranh Bay, be routed directly to Phu Cat AB, RVN (PUS). This change in routing would improve service to these APOs as well as reduce in-country airlift requirements.

e. We have received strong informal indications that Pan American Airways intends to appeal to the Civil Aeronautics Board (CAB) to terminate the operation of NAC mail contract flights which they believe to be in competition with their proffered scheduled commercial air service. Improvement in the equitability and practicality of the mail contract flights would reinforce our argument for continued operation of these flights.

f. Recent unreliability of the N107Y flight from TYO to VCR/HAD. On 9 occasions during July, flight N107Y was disrupted by the operator's (NMA) inability to (a) operate to both Cam Ranh Bay and DaNang, or (b) to secure a crew on short notice to operate extra sections.

3. The following is a chronology of events which have lead up to the present situation:

a. In November 1966, the DOD established a daily round trip NAC contract flight to transport airlift-eligible military mail destined for I and II CTZ between San Francisco International

Airport and Cam Ranh Bay AB Da Nang AB, Vietnam (hereinafter referred to as flight PACI). The flight was scheduled to operate over a mid-Pacific route via Honolulu and Guam to Vietnam. At that time, consideration was given to inclusion of a traffic stop at Seattle WA in order to pick up priority mail which was generating at that point. However, in view of the small quantities of mail involved, it was decided not to include a stop at Seattle. Mail generating at Seattle was to continue to be routed via a combination of scheduled U.S. commercial air carriers (AMA and PAA) into Saigon for in-country airmail to destination.

b. In May 1967, the Post Office Department established a new method of routing airlift-eligible military mail from mailing points within CONUS to the gateway cities of Seattle WA and San Francisco CA. This change to a Northern/Southern-tier mail flow served to increase the volume of airlift-eligible mail which was available for movement from Seattle.

c. In November 1967, in response to a COMUSMACV request to reduce intracountry traffic at Saigon, an additional mail contract flight was established to operate between Tokyo International Airport, Japan and Cam Ranh Bay AB and Da Nang (hereinafter referred to as flight NICTY). This flight, scheduled to operate on an every-other-day basis, was designed to transport Seattle-origin mail direct from Tokyo to Cam Ranh Bay and Da Nang, RVN. Heretofore, this mail had been routed via a combination of scheduled U.S. commercial air carriers (AMA & PAA) to Saigon. It should be noted that this arrangement did not provide for daily delivery of Seattle origin priority mail, though it did reduce congestion in Saigon.

d. On 7 Jun 68, Public Law 90-206 became effective. This law established the PAL mail category which served to further increase the volumes of airlift-eligible mail at Seattle.

e. In early Jan 68, Pan American sought and obtained from MAC, a change in the routing of their daily NAC contract flight PACI from San Francisco to include a traffic stop at Tokyo International Airport. It is believed that this change was preparatory to their inauguration of scheduled commercial air service into Cam Ranh Bay and Da Nang. It was at this time that the Military Postal Services arranged for the every-other-day offload of up to 4 pallets of low priority San Francisco-origin SAM parcel mail from flight PACI, in exchange for an equal quantity of Seattle-origin priority mail. This arrangement provided for some improve-



ment in service afforded to Seattle-origin priority mail.

f. In January 1969, San Francisco offered scheduled U.S. commercial air service into Cam Ranh Bay and DaNang. This service was declined by the Department of Defense.

g. In May 1969, the USAF Pacific Postal and Courier Region proposed the establishment of an additional Aerial Mail Terminal (AMT) at Thu Cat RVN. This AMT would serve 14 APO/FPOs which are currently served by the AMT at Cam Ranh Bay. The proposal recommended the addition of a traffic stop at Thu Cat on the PICL and NICOY charter flights.

h. In June 1969, the President announced the withdrawal of 25,000 personnel by August 1969. This action may signal the commencement of a gradual withdrawal policy which would reduce the overall Vietnam mail volumes.

i. On 1 September 1969, the military postal services will commence the downgrading of SAM parcels (including parcel airlift) which are addressed to non-appropriated fund activities to the surface transportation mode. This action should reduce the volumes of airlift-eligible mail available for movement on the contract flights.

4. At the present time, the following monthly APO/FPO volumes of mail are generating for movement to I and II CTZ:

<u>SEATTLE</u>		<u>SAN FRANCISCO</u>	
VCR/HLJ	282 tons	VCR	312 tons
DAD	216 tons	DAD	998 tons
		EMJ	166 tons
<u>TOTAL</u>	<u>498 tons</u>	<u>TOTAL</u>	<u>1476 tons</u>

5. In consideration of the above, the military postal services propose the following:

a. Continued operation of a daily scheduled round-trip contract flight from San Francisco. This flight would operate from San Francisco to Seattle, WA, DaNang, Thu Cat, Cam Ranh Bay and return to CONUS. Sufficient space would be blocked on this flight

at SFO to accommodate all Seattle-origin airlift-eligible mail destined for DaNang, Phu Cat and Cam Ranh Bay (approximately 17 tons per day). The remaining space would be used to accommodate (a) all San Francisco-origin airlift-eligible APO/FPO mail for Phu Cat (approximately 3.3 tons per day) and (b) as much San Francisco-origin airlift-eligible mail for DaNang and Cam Ranh Bay as possible.

b. Operation of additional one-way flights from San Francisco to DaNang and Cam Ranh Bay (without an enroute stop at Seattle or Tokyo) to transport the remaining airlift-eligible mail destined for DaNang and Cam Ranh Bay.

c. Retrograde mail service to COMUS from DaNang, Phu Cat and Cam Ranh Bay would be provided by the daily round trip flight.

d. During the Christmas period, it is possible that a separate daily flight could originate at Seattle for a limited period.

e. Since Seattle-origin mail would no longer be advanced to Tokyo via scheduled commercial air service, it would no longer be necessary to route any of the contract flights through Tokyo International Airport, Japan. Omission of the Tokyo stop will widen the landing window within Vietnam which will permit the addition of a traffic stop at Phu Cat, thereby improving mail service to the 14 APOs in that area. Japan-origin mail destined for DaNang, Phu Cat and Cam Ranh Bay would be transported from OKD via MAC.

6. Advantages of such a change in routing are:

a. Provide equal payment to both commercial air carriers involved while significantly reducing DOD expenditures.

b. Insure daily sequential movement of priority letter mails from both San Francisco and Seattle to DaNang, Phu Cat and Cam Ranh Bay.

c. Eliminate mail staging and the necessity for a stop at Tokyo International Airport, thereby reducing delays, out of sequence movement and flightline congestion with its attendant mail damage. Since Seattle-origin mail would no longer be advanced via commercial air to Tokyo International Airport, future contract flights could be routed from COMUS through Yokota AB, Japan or any other point.

d. Provide a fallback position in the event of massive withdrawals from the combat zone. As U. S. strength in Vietnam is reduced or eliminated, heavy operations capability in filling a daily flight from DMQ to VNAF will be provided by flights per month between TD and VNAF. Suspension of all contract flights from GENB would insure continued operation of at least one daily flight to DMQ, MMJ and VNA until such time as it might become necessary to revert to the preferred commercial air service.

e. Eliminate our reliance upon scheduled commercial air carrier flights to move mail from outside to Tokyo for movement via MIA contract flight. Insufficiency of the commercial air carrier to move sufficient volumes to Tokyo can jeopardize the every-other-day operation of the contract flight from Tokyo.

f. Simplifies the daily management and procurement of contract flights.

7. The Army Postal Service Agency and the Postal Affairs Branch Chief, Naval Operation, have concurred in this proposal. Request you evaluate this proposal and furnish your comments regarding the feasibility and propriety of accepting our recommendations.

FOR THE CHIEF OF STAFF

SIGNED

ANDREW DIAMOND  
Colonel, USAF  
Commander, USAF Postal & Courier Service

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS MILITARY AIRCRAFT COMMAND  
SCOTT AIR FORCE BASE, ILMOR 43775



REF ID: A77107

MAOCOM

9 SEP 1969

SUBJECT: MAC Mail Contract Flights (Hq USAF (AFDASAD) Ltr, 14 August 1969)  
TO: HQ USAF (AFDAS)

1. Your proposal to use MAC contract flights exclusively for movement of mail from Seattle/San Francisco to Cam Ranh Bay/Phu Cat/Da Nang seems logical and would, it appears, substantially improve mail service. MAC can initiate action to procure Cat "B" missions in accordance with your proposal provided Headquarters USAF directs the use of contract flights.
2. The savings of 2.5 million dollars per year, that was stated in your letter, cannot be validated at this headquarters since you base the savings on the ASIF tariff rates and commercial cost from Seattle to Tokyo. A more realistic comparison should address the Department of Defense cost to procure Cat "B" flights on the basis of your specified frequency and routings. Under your proposal, the DOD cost is approximately 30.85 million dollars per year, computed using currently effective CAB minimum rates for Cat "B" airlift.
3. As indicated in paragraph 2e of your letter, Pan American has reopened the issue of the legality of contract flights in lieu of Pan Am scheduled service to move mail to Cam Ranh Bay and Da Nang. In this regard, the President of Pan American, N. E. Halaby, has placed his position before the MAC Commander and SAFIL by means of his letter of 8 August 1969 to General Catton. General Catton has advised Mr. Halaby that the matter raised in his letter has been forwarded to the Air Staff (AFSPP) for consideration. It is suggested that further action on your proposal be held in abeyance until the issue raised by Pan American has been resolved.

FOR THE COMMANDER

*William V. McBride*

WILLIAM V. McBRIDE, Maj Gen, USAF  
Deputy Chief of Staff, Operations



DEPARTMENT OF THE AIR FORCE  
WASHINGTON 20330



OFFICE OF THE GENERAL COUNSEL

September 12, 1969

MEMORANDUM FOR THE DIRECTOR OF PROCUREMENT POLICY, DCS/S&L,  
ATTENTION: COL R. W. NELSTLE

SUBJECT: Contract Airlift of Mail

Pan American World Airways has submitted a proposal to convert military mail service to Da Nang and Cam Ranh Bay from charter service to scheduled service. The current operation consists of:

A. One daily Category B mail flight between San Francisco - Da Nang/Cam Ranh Bay operated by PAA.

B. Every-other-day Category B mail flight between Tokyo and Da Nang/Cam Ranh Bay operated by Northwest Airlines. Mail originating in the Seattle area destined for Da Nang/Cam Ranh Bay moves on scheduled commercial flights at commercial mail rates and is then transferred to the Category B operation.

Pan Am proposes to operate at least two scheduled flights a day to Da Nang and Cam Ranh Bay, which will, as we understand it, be sufficient to carry all military airmail and MOM to those destinations, thus eliminating the need for the present Northwest Airlines operation. The Military Postal Liaison Office estimates that the Pan Am proposal would cost \$21,730,052 more than the cost of the present service (\$23,501,504).

Pan Am argues that only air carriers holding certificates of public convenience and necessity issued by the CAB authorizing the carriage of mail over certain specified routes may in fact transport mail, and that since it now has CAB authority

to fly directly to Da Nang and Cam Ranh Bay MAC should terminate the lower cost charter operation and transport mail to those destinations via the proposed scheduled operation at standard commercial mail rates.

Section 405 of the Federal Aviation Act of 1958, insofar as here pertinent, provides that each air carrier shall file with the CAB and the Postmaster General a statement showing the points between which that carrier is authorized to engage in air transportation, together with all current schedules of aircraft regularly operated by the carrier between such points. The Postmaster General is authorized to

" . . . designate any such schedule for the transportation of mail between the points between which the air carrier is authorized by its certificate to transport mail, and may, by order, require the air carrier to establish additional schedules for the transportation of mail between such points.

\* \* \*

No air carrier shall transport mail in accordance with any schedule other than a schedule designated or ordered to be established under this subsection for the transportation of mail" (49 U.S.C. 1375 (b)).

Section 406 of the Act authorizes the CAB to fix rates for the transportation of mail, either on its own initiative, or upon petition of the Postmaster General or an air carrier. Although the Act provides that the Postmaster General and the Board (for the subsidy factor) shall pay for the transportation of mail out of appropriations available to them (49 U.S.C. 1376(c)), the DOD Appropriation Act authorizes the DOD to reimburse the Post Office Department for the costs of commercial air transportation of military mail between the United States and foreign countries (P.L. 90-580, sec. 525).

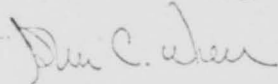
Pan Am's present mail operation to SEA is being conducted pursuant to a contract at rates equivalent to the minimum

cargo rates set by the CAB and made a part of the exemption granted by the CAB authorizing the carriers under contract to MAC to perform airlift services for the DOD without regard to certain requirements of the Federal Aviation Act and the Board's Economic Regulations. The CAB's order authorizing PAA's operation to Da Nang and Cam Ranh Bay specifically points out that

" . . . since a large volume of the military cargo and mail now moving into Saigon is ultimately destined for Cam Ranh Bay, or Da Nang, which is located to the east and north of Saigon, service directly to those points would result in savings to the government in terms of cost, time and effort expended in the redistribution of military cargo and mail from the Saigon gateway" (Order No. E-24599, December 23, 1966) (emphasis added).

In granting this authority the Board in no way modified its previous order exempting PAA from the requirement of filing a tariff under section 403 of the Act, and it did not differentiate between the carriage of cargo and mail by setting different rates for each. It must be assumed, therefore, that it contemplated that the Government would be free to contract for the carriage of both at no less than the minimum rates set by it earlier in Part 288 of its Economic Regulations (14 C.F.R. § 288), which in fact MAC, with the Board's knowledge, has done. In view of these circumstances, and since only the CAB has the authority to set rates for the carriage of mail (49 U.S.C. 1376), it would be improper for MAC unilaterally to terminate its existing contract with PAA and agree to ship Government mail via a scheduled service (which does not yet exist) at substantially higher rates.

Accordingly, I conclude that the present charter service of PAA is legal and that the applicable rate of payment for that service is the contract price for the carriage of cargo.



JOHN C. WREN  
Assistant Deputy General Counsel

Attachment



AFDASAD /Smith/rbw/10 Oct 69

10 OCT 1969

AFDASAD /Smith/rbw/10 Oct 69

MAC Mail Contract Flights

MAC (MAOCO)

1. References:

- a. HQ USAF (AFDASAD) Ltr, subject above, 14 August 1969
- b. MAC (MAOCOM) Ltr, subject above, 9 September 1969
- c. HQ USAF (AFSPP) Ltr, Contract Airlift of Mail to Cam Ranh Bay and DaNang, 30 September 1969

2. In view of the guidance outlined in reference 1c, request consideration be given to changing the route structure of MAC mail contract flights as outlined in reference 1a. Early action is necessary in order to:

- a. Inaugurate direct service to Phu Cat AB prior to the onset of the annual Christmas mail season.
- b. Eliminate the service problems connected with routing mail through Tokyo. The scheduled commercial air service recently inaugurated by Flying Tiger Line between Seattle and Tokyo has further complicated the movement of Cam Ranh Bay, DaNang-destined mail from Seattle. Inasmuch as the Post Office Department currently views this mail as being destined for Japan (in the absence of scheduled commercial air service between SEA and VCR/DAD), Flying Tiger Line is now competing with Northwest for the movement of mail between Seattle and Tokyo.
- c. Correct the discriminating mail service afforded to military personnel whose correspondents reside in the Northern Tier of the United States.

AFDASAD File Copy

3. We believe that the propriety of using MAC contract service from Seattle to Cam Ranh Bay/DaNang is much more evident inasmuch as there is no scheduled or proffered commercial air service between Seattle and Cam Ranh Bay/DaNang. We urge early response to our request in order to both strengthen our position against future carrier reclama to the SAA position on the legality of the contract flights, and to inaugurate service into Phu Cat prior to the Christmas mail season.

4. If you feel that adoption of our proposal is beyond your authority to respond, recommend a meeting between members of our staffs at the earliest possible date to prepare necessary position to the Air Staff.

FOR THE CHIEF OF STAFF

ANDREW DIANTONIO  
Colonel, USAF  
Chief, USAF Postal & Courier Services

UNCLASSIFIED

AD

DEPARTMENT OF THE AIR FORCE  
STAFF MESSAGE BRANCH  
INCOMING MESSAGE

AFIN: 60904 (16 Oct 69) L/lrb pg 1 of 2  
ACTION: DASA-2 INFO: DAS-1, STP-1, SPP-1, SAPOS-3 (9)

SYB A2SAPTTZYUW RJCIEJAS474 2692154-UUUU-RUEFHQA

ZNR UUUUU

P 142148Z OCT 69

FM MAC

TO RUEFHQA/CSAF/AFDASAD

INFO RUEFHQA/CSAF/AFSTP/AFSPP/SAFILT

BT

UNCLAS MAC DM/1A000H

SUBJECT: MAC MAIL CONTRACT FLIGHTS

REFERENCE: A. CSAF/AFDASAD LTR, 14 AUG 69. (NOTAL:

AFSTP/AFSPP/SAFILT)

B. MAC/1A000H LTR, 9 SEP 69. (NOTAL:

AFSTP/AFSPP/SAFILT)

C. CSAF/AFSPP LTR, 52 SEP 69 (NOTAL: AFSTP/

SAFILT).

D. CSAF/AFDASAD LTR, 15 OCT 69.

1. MAC IS NOT IN A POSITION TO PROVIDE CAT B SERVICE OVER THE ROUTE  
STRUCTURE PROPOSED IN REFERENCE A WITHOUT SPECIFIC APPROVAL FROM  
HEADQUARTERS USAF. AS STATED IN REFERENCE C, MAC CAN CONTRACT  
FOR CAT B FLIGHTS IF DINE TED TO DO SO.

FORM  
AFHQ JAN 68 O-309C

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DEPARTMENT OF THE AIR FORCE  
STAFF MESSAGE BRANCH  
INCOMING MESSAGE

AFIN: 60304

pg 2 of 2

2. IN VIEW OF THE ABOVE, IT IS SUGGESTED THAT YOUR OFFICE TAKE ACTION  
WITH AFSTP, AFSPP, AND SAFILT TO AUTHORIZE THE MAIL MOVEMENT

PAGE 2 RUCIEUA9474 UNLAS

ON MAC CONTRACT AIRCRAFT. WE DO NOT BELIEVE THAT MAC ASSISTANCE  
IS NECESSARY TO PRESENT YOUR PROPOSAL TO THE APPROVING AGENCIES.

BT

#9474

NNNN

UNCLASSIFIED

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C. 20330



MEMO TO  
ATTENTION AFSTPM

SUBJECT MAC Airlift of Mail

23 OCT 1969

TO AFDASA

1. I can see no objection, from a traffic management standpoint, of transporting mail in accordance with AFDASAD letter, Subject: MAC Mail Contract Flights, dated 13 October 1969. It would eliminate a terminal handling problem at Tokyo and expedite mail from Seattle to Cam Ranh Bay and DaNang.
2. I believe, however, that before direction is issued to start the service, MAC should evaluate the impact in cost to terminate the northwest contract to Tokyo, reopen the Pan Am contract from San Francisco, and possible detrimental impact on carrier's voluntary action to reschedule the currently large number of suspended cargo flights without penalty to the Air Force. MAC should also evaluate relative costs of direct service from both San Francisco and Seattle since the proposed San Francisco-Seattle leg would only be used 50%.
3. Upon determination by MAC that no contractual problems will be created and that the proposed routing is most feasible and General Counsel rules favorably on the specific proposal, AFSTP would coordinate on the proposal. We would, however, recommend that full cost of the mail flights be charged to mail transportation appropriations through use of special assignment airlift procedures.

H. S. OLIVE, Col, USAF  
Chief, Cargo Division  
Dir of Transportation, DCS/CSL

RESTRICTED

# AIR FORCE RECORDS REFERENCE GUIDE

MAIL AND RECORDS  
MANAGEMENT DIVISION  
OFFICE OF AIR ADJUTANT GENERAL

1 April 1951

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RESTRICTED

91-107000-18

# RESTRICTED

## FOREWARD

1. The Headquarters USAF records-keeping policy is, in general, as follows: (a) responsibility for the custody and maintenance of current records will be decentralized to the organizational elements that create and use the records; (b) Offices of Record will be established within major staff offices at levels which will preclude the necessity for maintaining duplicate records at lower levels; and (c) the provisions of AFM 181-5 will govern the maintenance of current records and the systematic disposition of non-current records by retirement or authorized disposal.

2. In accordance with the foregoing policy, Offices of Record have been designated as indicated in Section I of this publication. Records in the custody of each are maintained under the technical supervision of the Headquarters USAF Records Management Officer (Chief, Mail and Records Management Division, Office of Air Adjutant General) and operate under the general supervision of Records Officers designated in accordance with the provisions of HQM 181-4. Listing of Records Officers (and Assistant Records Officers appointed by Records Officers to conduct the Records Administration Program in field extensions of Headquarters USAF offices) is contained on pages ii thru v.

3. The Air Force Records Reference Guide is an index to the various groups of Headquarters USAF records maintained by Offices of Record and those retired to depositories including the National Archives. This publication is issued semi-annually as a reference aid in locating records needed in the handling of current business. The "scope of activities" statement is included in each item listed since it frequently furnishes a lead to the specific types of files maintained in a particular Office of Record.

4. Reference and research assistance in obtaining data and information from Offices of Record, records depositories including the National Archives, and library facilities may be obtained from the Administrative Reference Branch, Mail and Records Management Division, Office of Air Adjutant General, extension 74835 or 93140.

*Headquarters USAF  
14 May 51*

71-14500-11

**RESTRICTED**  
 RECORDS OFFICERS  
 Headquarters USAF (and OSAF)

Records Management Officer: Miss D. P. Neelme

<u>Office</u>	<u>Symbol</u>	<u>Name</u>
Office of the Secretary of the AF Headquarters USAF	OSAF	Mr. K. J. Bilok
The Surgeon General, USAF	CSG	Mr. B. V. Mosier
The Judge Advocate General, USAF	CJA	WOJG S. T. Hay
The Inspector General, USAF	CIG	Maj. H. D. Cook
Deputy Inspector General, USAF	CDI	Maj. J. A. Doughitts
Deputy Inspector General for Technical Inspection and Flight Safety Research	CLT	Lt. Col. J. C. Diller
Deputy Inspector General for Security		
Dir/Special Investigations 1/	CSI	CWO M. C. Montgomery
Air Provost Marshal Security Division		
Atomic Energy Branch	CPM-3	Maj. R. M. Henick
Scientific Advisory Board	CSA	Mrs. M. D. Roddenbery
Special Asst for Reserve Forces	CRF	Mr. J. C. Rye
Director of Public Relations	CPR	Maj. T. C. Robinson
Secretary of the Air Staff	CSA	Miss C. Ingram
Air Adjutant General 1/	CGG	Miss D. W. Svendsen
<b>DCS/Comptroller</b>		
Executive Office	AAC	Mrs. F. Beard
Asst for Plans & Policy	APL	Maj. L. W. Lindberg
Asst for Field Management	AMG	Maj. T. J. Freaney
Auditor General	AUD	Col. B. H. Witham, Jr.
Hq. Extension Office 1/	AUD	Lt. Col. G. N. Mutschler
Dir/Statistical Services	ASC	Maj. M. L. Roux
Dir/Budget	ABF	Maj. R. E. Davis
Dir/Program Standards and Cost Control	APA	Lt. Col. C. E. Fulton
Dir/Finance	AFN	Lt. Col. M. Bush
<b>DCS/Personnel</b>		
Executive Office	PDC	Lt. T. W. Rhodes
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Sp Asst for AF Academy Matters	PDC-4 P**	Maj. T. L. Sheldrake
Office of Director, WAF	PDC-5 P**	Maj. C. F. Greenway
Asst for Ground Safety	PAS	Capt. A. Caseria
Dir/Personnel Planning	PDP	Maj. V. J. Lyle
Dir/Military Personnel 1/	PMP	Lt. Col. R. M. Douglas
Dir/Civilian Personnel 1/	PCP	Mr. J. C. Nott
Dir/Training	PTR	Mrs. N. G. Haigler
Chief of Air Force Chaplains	PCH	Maj. E. F. Donnelly

1/ See page iv or v for listing of Field Office(s) of this activity and Assistant Records Officer(s) thereof.



**RESTRICTED**  
**RECORDS OFFICERS (cont'd)**  
**Headquarters USAF (and OCAF)**

<u>Office</u>	<u>Symbol</u>	<u>Name</u>
DCS/Development	DDC	CWO H. S. Oberg
Dir/Research & Development	DRD	Mrs. E. E. Harris
Dir/Requirements	DRQ	Miss R. T. Sullivan
DCS/Operations		
Executive Office	OLC	Lt. T. J. Rivers
Asst for Air Bases	OAB	Capt. D. Sparlock
Asst for Atomic Energy	OAT	Col. P. T. Spaine
Asst for Atomic Energy	OAT-1	Capt. I. H. Fortenbery
Asst for Programming	OEP	Mrs. M. Veight
Asst for Production Analysis	OOA	Miss M. A. Wright
Dir/Installation	OIN	W. M. A. ...
Dir/Plans	OPD	...
Dir/Support	OOP	...
Dir/General Affairs	OAS	...
Crypto Material	OAC-S/C	Capt. E. J. Clark
Dir/Equipment and Organization	OWO	Capt. W. A. ...
DCS/Serial		
Executive Office	MDC	Mrs. H. P. Smith
Dir/Logistics Plans	MLP	Maj. C. J. Clifton
Dir/Procurement & Engineering	MPE	1st Col. R. J. Maroni
Dir/Installations	MAI	Capt. P. G. Palmer
Dir/Maintenance, Safety & Ops	MES	Miss C. DeTitt
Dir/Industrial Resources	MIR	Miss E. V. Becker

1/ See page v for listing of Field Office(s) of this activity and Assistant Records Officer(s) thereof.

**RESTRICTED**  
 ASSISTANT RECORDS OFFICERS  
 HEADQUARTERS USAF FIELD OFFICES 1/

<u>Office + Location</u>	<u>Name</u>
The Inspector General	
Director of Special Investigations	
1009th IG Special Investigation Unit	
O.S.I. District Offices:	
Number 1 Westover AFB, Mass.	Lt. F. W. Borchert
2 New York 4, N. Y.	Col. R. S. Bower
3 Harrisburg, Pa.	Col. G. <del>Sommers</del>
4 Bolling AFB, Wash., D. C.	Maj. R. H. Ray
5 Wright-Patterson AFB, Ohio	Lt. Col. K. M. Gillette
6 Robins AFB, Ga.	Lt. Col. J. F. X. O'Connell
7 MacDill AFB, Fla.	Lt. Col. E. C. Cropper
8 Maxwell AFB, Ala.	Lt. Col. J. M. Niswander
9 Barksdale AFB, La.	Lt. Col. P. W. Hayes
10 Kelly AFB, Texas	Lt. Col. J. C. McLendon
11 Tinker AFB, Okla.	Lt. Col. R. H. Schaller
12 Chanute AFB, Ill.	Lt. Col. D. E. White
13 Offutt AFB, Neb.	Maj. M. G. Frisch
14 Lowry AFB, Colo.	Col. M. Thompson
15 Great Falls AFB, Mont.	Maj. W. J. Mosoff
16 Hill AFB, Utah	Capt. J. P. Brynildsen
17 Kirtland AFB, New Mexico	Capt. P. R. Burnett
18 Maywood, Calif.	Maj. R. G. Cox
19 Travis AFB, Calif.	Col. K. O'Keefe
20 McChord AFB, Wash.	Col. J. G. Swope
21 Langley AFB, Va.	Maj. D. M. Lynch
22 Sampson AFB, N.Y.	Lt. Col. L. H. Johnson
23 Carswell AFB, Texas	Lt. Col. R. Hicks
24 Chicago 15, Ill.	Lt. Col. H. A. Peterson
25 Detroit 32, Mich.	Lt. Col. T. B. Scholes
	Maj. R. S. Rife
Air Adjutant General	
Postal Courier Transfer Stations:	
McChord CTS	Capt. J. T. Gilstrap
Mobile CTS	Capt. P. D. Stordahl
San Antonio CTS	Capt. W. G. Seydewitz
Travis CTS	Capt. W. T. McSpaden
Westover CTS	Capt. W. D. Hutson
AF Records Administrator	
Air Force Liaison Representative	Mr. R. B. Barrett

1/ See Section 11 for mailing addresses for Headquarters USAF Field Offices.

**RESTRICTED**  
ASSISTANT SECRETARY OF DEFENSE (cont'd)  
HEADQUARTERS USAF FIELD OFFICES <sup>1/</sup>

<u>Office</u>	<u>Name</u>
<b>DCS/Comptroller</b>	
Auditor General	
Hq. Extension Office	
Central District	Mr. C. V. McIntire
Eastern District	Major M. E. Smith
Western District	Mr. J. E. Parrent
Southwestern District	Major P. H. Schrapel
Wright-Patterson Hq. Liaison Office	Mr. A. G. Ester
<b>DCS/Personnel</b>	
Director of Military Personnel	
USAF Liaison Unit	Mr. J. D. Kilgore
Director of Civilian Personnel	
Civilian Personnel Research Section	Mr. J. Colman
Overseas Employment Coordination Office	Mr. B. Taylor
Area Survey Offices:	
Eastern Area Office	Mr. F. Cashman
East Central Area Office	Mr. F. Abernathy
West Central Area Office	Mr. G. Gierocke
Western Area Office	Mr. R. Marker
Air Force School for Civilian Personnel Administration	Mr. L. Brown
<b>DCS/Material</b>	
Director of Installations	
Field Representatives Offices:	
Ohio River Division	Col. H. K. Kelley
South Pacific Division	Col. J. A. Barnett
Southwestern Division	Capt. K. W. Adams
North Atlantic Division	Lt. Col. M. Kane
Missouri River Division	Lt. Col. J. T. Perry
South Atlantic Division	Major F. D. Straub
Seattle District Engineer	Lt. Col. W. S. Clark

<sup>1/</sup> See Section II for mailing addresses for Headquarters USAF Field Offices.

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Director of Statistical Services	101-102	23
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 Deputy Chief of Staff, Personnel		
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SECTION I - OFFICES OF RECORD

<u>OFFICE OF RECORD</u>	<u>CONTACT PERSON</u>	<u>EXTENSION</u>	<u>SYMBOL</u>
<u>SECRETARY OF THE AIR FORCE</u> Records Officer: Mr. K. J. Bilek			
<i>AS-1A-1</i> 1. <u>Correspondence Control Branch</u>	Mr. Bilek	74723	OSAF-3

Scope of Activities: Directs and controls the operations of a mail and records system for the Secretary of the Air Force, Under Secretary of the Air Force, Assistant Secretaries of the Air Force, General Counsel, and the Administrative Assistant.

Files Maintained: The Correspondence Control Branch maintains, as a Central File, all permanent records, reports and correspondence of the above offices.

<u>UNDER SECRETARY OF THE AIR FORCE</u> <u>Special Projects Office</u>			
<i>AS-2A-1</i> 2. <u>Executive Office</u>	Lt. Col. Brown	72757	OSAF-5

Scope of Activities: The Special Projects Office is charged with the handling of special assignments of a non-recurrent nature, preparation and compilation of special data and such special activities as may be assigned by the Secretary of the Air Force.

Files Maintained: Records pertinent to the special projects as may be assigned. All records are temporary.

<i>AS-7</i> <u>Armed Services Renegotiation Board</u>			
3. <u>AF Renegotiation Division</u>	Mr. Walters	41317	OUSAFA

Scope of Activities: The AF Renegotiation Division is engaged in statutory renegotiation proceedings under authority of the Renegotiation Act of 1948. This Act orders that certain military contractors who have negotiable contracts must report their sales and profits thereunder within an established period after the conclusion of their respective fiscal year operations. Such reports as are assigned to the Air Force Renegotiation Division are studied to determine whether or not excessive profits have resulted.

Files Maintained: All reports submitted by contractors and assigned to the Division and all pertinent correspondence are maintained as working instruments within the AF Renegotiation Division.

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

DIRECTOR OF LEGISLATION AND LIAISON

Executive Office *AS-3A*

- 4. Administrative and Records Section Sgt. Callen 75953 AFSLL-1

Scope of Activities: Processes incoming and outgoing correspondence. Maintains internal coordination of operational projects. Operates suspense control system.

Files Maintained: Outgoing correspondence only.

- 5. Legislative Division *AS-3B* Capt. Ashworth 74124 AFSLL-2

Scope of Activities: Maintains and conducts all legislative liaison between the USAF and Congress of the United States and/or any of its members and elements. Maintains current cognizance of and analyzes existing, pending and proposed legislation relevant to the USAF. Prepares or supervises the proposed legislation relevant to the USAF. Prepares or supervises the preparation of reports, testimony, and related statements on legislation to the Bureau of the Budget and for the Congress as requested by them. Schedules and makes all necessary arrangements for presentations of legislative testimony before the Bureau of the Budget and the Congress or its Committees.

Files Maintained: Central files on all Air Force legislative activities including individual files of all H. R. and S. bills of interest to the Air Force.

- 6. Liaison Division *AS-3C* Mrs. Carson 52359 AFSLL-3

Scope of Activities: Maintains and conducts all nonlegislative liaison between the USAF and the Congress and/or any of its elements. Assists members of the Congress in the procurement of information regarding all nonlegislative matters. Handles scheduling, physical arrangements, and all other activities pertaining to personnel appearing before the Congress, or elements of it, by representatives and/or members of the USAF for any purpose not concerned with legislation. Controls the processing of all USAF correspondence and reports to Congress, prepared for the Secretary or Chief of Staff, as well as other Congressional correspondence involving USAF policy. Maintains a suspense control system.

Files Maintained: Central files on all Congressional correspondence.

*AS-3B Congressional Liaison Division*  
*AS-3C Congressional Liaison Division*  
 2

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- | OFFICE OF RECORD   | CONTACT PERSON           | EXTENSION | SYMBOL    |
|--|--------------------------|-----------|-----------|
| Hq. Civilian Personnel Division (cont'd)   |                          |           |           |
| 14. <u>Administrative Branch</u>   | Miss Parsons             | 55206     | AFCSS-H-2 |
| <u>Scope of Activities:</u> Processes requests for personnel actions for departmental employees.   |                          |           |           |
| <u>Files Maintained:</u> Headquarters civilian personnel 201 files, prior history statements of civilian personnel, and status certificates and civilian locator files.  |                          |           |           |
| 15. <u>Classification Branch</u>   | Mr. Sobers               | 52475     | AFCSS-H-3 |
| <u>Scope of Activities:</u> Maintains proper position classification of positions in departmental service in accordance with provisions of the Classification Act of 1949.   |                          |           |           |
| <u>Files Maintained:</u> Job descriptions (active and cancelled), competitive level files, and correspondence relative thereto.  |                          |           |           |
| 16. <u>Time and Payroll Branch</u>   | Miss Statum              | 52585     | AFCSS-H-4 |
| <u>Scope of Activities:</u> Prepares and certifies civilian payrolls; maintains individual pay accounts, retirement deduction records and leave records; enforces uniform leave policies.  |                          |           |           |
| <u>Files Maintained:</u> All payroll files, daily leave records, bond controls and individual earning records and reports, individual records and correspondence relative thereto.   |                          |           |           |
| 17. <u>Staff Message Division</u>  | Mr. Anderson             | 52668     | AFCSS-SMD |
| <u>Scope of Activities:</u> Responsible for the administrative processing of all messages received or transmitted by electrical means. Receives, assigns action, processes and distributes all incoming messages and maintains suspense and follow-up system; receives, checks for proper preparation, processes and dispatches all outgoing messages. |                          |           |           |
| <u>Files Maintained:</u> Copies of messages.   |                          |           |           |
| 18. <u>Supply and Services Division</u>  | Miss M.V. McDaniel 54271 |           | AFCSS-SS  |
| <u>Scope of Activities:</u> Prepares and assists in the defense of the annual budget estimates for office equipment, furniture, and supplies.  |                          |           |           |
| <u>Files Maintained:</u> Purchase orders and general correspondence on equipment and budget and fiscal matters.  |                          |           |           |

RESTRICTED

## RESTRICTED

- | <u>OFFICE OF RECORD</u>   | <u>CONTACT PERSON</u> | <u>EXTENSION</u> | <u>SYMBOL</u> |
|---|-----------------------|------------------|---------------|
| Supply and Services Division (cont'd)   |                       |                  |               |
| 19. <u>Service Branch</u>   | Miss G. Edwards       | 76361            | AFCS-SS       |
| <u>Scope of Activities:</u> responsible for planning, acquisition, allocation, records and reports pertaining to building passes and vehicle parking.   |                       |                  |               |
| <u>Files Maintained:</u> Correspondence, reports and records relative to building passes and vehicle parking.   |                       |                  |               |
| 20. <u>Space Control Branch</u>   | Miss C.T. Patterman   | 78222            | AFCS-SS       |
| <u>Scope of Activities:</u> Responsible for planning, acquisition, allocation, records and reports pertaining to office and storage space requirements. |                       |                  |               |
| <u>Files Maintained:</u> Correspondence, reports and records relative to storage space, space requirements and floor plans.                             |                       |                  |               |
| 21. <u>Supply Stock Room</u>  | Mr. Robinson          | 77381            | AFCS-SS       |
| <u>Scope of Activities:</u> Maintains all stock of all office supplies and equipment.   |                       |                  |               |
| <u>Files Maintained:</u> Stock record cards, current requisitions and a master file of all office supplies and equipment.                               |                       |                  |               |

### SCIENTIFIC ADVISORY BOARD

Records Officer: Mrs. Marie D. Roddenbery

- |  |                 |       |       |
|--|-----------------|-------|-------|
| 22. <u>Executive Office</u>  | Mrs. Roddenbery | 53797 | AFCSA |
| <u>Scope of Activities:</u> Keeps the Chief of Staff advised of the latest developments in the various fields of science of interest to the Air Forces. Advises the Chief of Staff of the particular lines of endeavor on which emphasis should be placed. Advises when research on specific items has progressed to such a point as to permit their partial application to military purposes. |                 |       |       |
| <u>Files Maintained:</u> Administrative papers, historical and technical files, project files and panel and committee reports.   |                 |       |       |

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

DIRECTOR OF PUBLIC RELATIONS

Records Officer: Major William C. Robinson

23. Executive Office AF-10 Mrs. Hastings 55554 AFOPR

Scope of Activities: The Director of Public Relations is responsible for the planning, promulgation and conduct of all public relations programs and activities of the Department of the Air Force.

Files Maintained: Correspondence of Public Relations policy and administration, reports; and speeches of the Secretary of the Air Force and the Chief of Staff, and copies of correspondence signed by the Director of Public Relations.

24. Field Liaison AF-10 Mrs. Dougherty 74008 AFOPR-2

Scope of Activities: Maintains liaison with AF public information officers in the field and the Office of Public Information of the National Military Establishment. Publishes bi-weekly Public Relations Letter, which is disseminated to all levels of command.

Files Maintained: General correspondence on above subjects.

25. Special Events AF-10 Miss Kiani 75147 AFOPR-3

Scope of Activities: Maintains liaison with the Air Staff on matters pertaining to public appearances of AF officers, public demonstration of AF equipment, primarily aerial demonstration, contact with media representatives, and air transportation of civilians on public relations matters.

Files Maintained: General correspondence on above subjects.

THE INSPECTOR GENERAL, USAF

Records Officer: Major Harry D. Cook

Executive Office

Administrative Branch

26. Mail and Records Section Mrs. Hughes 54687 AFICG

Scope of Activities: Responsible for the proper classification, cross-indexing, filing and searching of all record correspondence material for The Inspector General with the exception of Violations of Flying Directives Branch, Assistant for Inspection Services; Director of Special Investigations, and Atomic Energy Branch, Air Provost Marshal.

RESTRICTED

OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

THE INSPECTOR GENERAL, USAF (cont'd)

Executive Office

Administrative Branch

26. Mail and Records Section (cont'd) Mrs. Hughes 54887 AF010

Files Maintained: Correspondence on all technical, administrative and organization matters of The Inspector General such as, combat readiness, logistic effectiveness of the AF; investigating matters involving crimes, other violations of public trust, and subversive and related activities within the jurisdiction of the Air Force; and insuring the maintenance of discipline and security.

Assistant for Inspection Services  
Complaints and Investigations  
Division

27. Violations of Flying Directives  
Branch Major T. H. Rhoads 73261 AFCIS

Scope of Activities: Conducts special investigations to determine the validity of reports of alleged violations of flying directives. Reviews all reports of alleged violations and actions taken on confirmed violations, and recommends action to be taken on alleged violation reports.

Files Maintained: Case files on USAF, Air National Guard and Inactive Reserve pilots charged with violations of flying directives.

Deputy Inspector General, USAF (Field Office)

28. Kelly Air Force Base, Texas Records Officer: Major J. A. Loughlin

Scope of Activities: Performs inspection and investigation duties as delegated by The Inspector General, USAF.

Files Maintained: Classified and unclassified decimal files dealing with all phases of inspection and investigation performed or to be performed by Deputy Inspector General.

RESTRICTED



RESTRICTED

OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Director of Special Investigations  
Records Officer: CWO M. C. Montgomery

31. Management Division                      CWO Montgomery                      72542                      AFCSI

Scope of Activities: As an activity of The Inspector General, USAF, the Office of the Director of Special Investigations, USAF, is charged with providing a competent, centrally directed special investigations service to all Air Force activities.

Files Maintained: Case files on major offenses of fraud and/or conspiracy; major crimes of arson, blackmarket operations, bribery, burglary, embezzlement, forgery, larceny, perjury, robbery, smuggling, espionage and sabotage; treason, sedition, subservion, disloyalty and disaffection; violations of AFR 205-1; personnel background investigations within the jurisdiction of the AF.

Field Offices

1005th IS Special Investigations Unit

32. Bolling Air Force Base, Washington, D.C.                      Asst. Records Officer  
Lt. F. W. Borchert

Scope of Activities: Performs the unit administration pertinent to the operation of District Offices including the maintenance of personnel, property, equipment and fiscal records for the OSI field service and the procurement and distribution of OSI vehicles.

Files Maintained: Decimal files, order files, fund records and normal personnel records incidental to the administration of military personnel.

NOTE: Items 33 thru 57, OSI District Offices, are field offices of Directorate of Special Investigations located as indicated below; scope of activities and types of files maintained are the same in each instance, i.e.

Scope of Activities: District Offices are responsible for conducting investigations of matters involving major crimes, violations of public trust, subversive activities, sabotage and espionage, and performs related counter-intelligence functions.

Files Maintained: OSI District Offices maintain investigative records in connection with activities.

**RESTRICTED**

OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Director of Special Investigations  
Field Officers (cont'd)

District Office  
Number

Asst. Records Officers

33.	1. Westover AFB, Mass.	Col. R.S. Bower
34.	2. 67 Broad St., New York 4, N.Y.	Col. C. Sommers
35.	3. 1612 S. Cameron St., Harrisburg, Pa.	Major R.N. Ray
36.	4. Bolling AFB, Washington 25, D.C.	Lt. Col. V. W. Gillette
37.	5. Wright-Patterson AFB, Dayton, O.	Lt. Col. J.F.M. O'Connell
38.	6. Robins AFB, Ga.	Lt. Col. E.S. Cropper
39.	7. MacDill AFB, Fla.	Lt. Col. J.M. Misvander
40.	8. Maxwell AFB, Ala.	Lt. Col. P.E. Hayes
41.	9. Berksdale AFB, La.	Lt. Col. J.C. McLendon
42.	10. Kelly AFB, Tex.	Lt. Col. R.H. Schaller
43.	11. Tinker AFB, Okla.	Lt. Col. D.B. White
44.	12. Chanute AFB, Ill.	Major M.S. Frisch
45.	13. Offutt AFB, Omaha, Neb.	Col. H. Thompson
46.	14. Lovry AFB, Colo.	Major W.J. Nesoff
47.	15. Great Falls AFB, Mont.	Capt. J.P. Brynildsen
48.	16. Hill AFB, Utah	Capt. P.R. Burnett
49.	17. Kirtland AFB, N.M.	Major R.G. Cox
50.	18. 822d Spec. Depot, P.O. Box 310, Haywood, Calif.	Col. E. O'Keefe
51.	19. Office of Spec. Investigations, Travis AFB, Fairfield, Calif.	Col. J.B. Swope
52.	20. McChord AFB, Wash.	Major D.M. Lynch
53.	21. Langley AFB, Va.	Lt. Col. L.M. Johnson
54.	22. Sampson AFB, Geneva, N.Y.	Lt. Col. R. Hicks
55.	23. Carswell AFB, Ft. Worth, Tex.	Lt. Col. H.A. Peterson
56.	24. 1660 E. Hyde Park Blvd., Chicago 15, Ill.	Lt. Col. T.B. Scholes
57.	25. Box 326, Roosevelt Pk. Annex, Detroit 32, Mich.	Major R.S. Rife

SPECIAL ASSISTANT FOR RESERVE FORCES  
Records Officer: Mr. James C. Nyce

58. Executive Office                      Mr. Nyce                      75939                      AFGRF

Scope of Activities: Functions as the principal advisor and assistant to the Chief of Staff on all policies and matters pertaining to the Air Force Reserve; the Air National Guard; the Air Force ROTC; the Civil Air Patrol and Air Scouts. Coordinates and establishes policy and over-all planning for the Air Force Reserve Forces. Coordinates with other staff agencies upon the implementation of plans, supply, and logistic support of the Reserve Forces Programs.





RESTRICTED

OFFICE OF RECORD                      CONTACT PERSON      EXTENSION      SYMBOL

- Assistant Judge Advocate General (Civil Law)
61. Claims Branch                      Mr. J. E. Cormany      55393              AFCJA-9

Scope of Activities: Formulates USAF claims policy and exercises general supervision over all claims activities of the Air Force which arise under the provisions of the Act of 3 July 1943 (57 Stat. 372) as amended, 31 U.S.C. 223b; Act of 2 January 1942 (56 Stat. 880) as amended, 31 U.S.C. 224d; Act of 29 May 1945 (59 Stat. 225; 31 U.S.C. 222c) and the Act of 25 June 1948 (28 U.S.C. 2671-80). Considers, determines, adjusts and settles all claims of military and civilian personnel to which the Air Force is a party.

Files Maintained: Correspondence in connection with claims matters, claims reports and permanent AF claims records.

THE SURGEON GENERAL, USAF

Records Officer: Mr. Bob Mosier

- Office Service
62. Central File Branch                      Mrs. Mason              52869              AFCSG

Scope of Activities: The Central File Branch is responsible for the proper classification, cross-indexing, filing and searching of all record correspondence material in the Office of the Surgeon General.

Files Maintained: Correspondence on all technical, administrative and organizational matters of The Surgeon General, such as, medical analysis, air evacuation, assignments, budget, epidemiological data, federal specifications on veterinarian foods, hospital administration, hospital fund accounting, personnel, physical examinations, protective flying equipment, rations for flyers, records, safety procedures, schools, sick and wounded reports, training, aviation medicine, aviation physiology, psychological medicine, low pressure chambers, oxygen equipment, anti-gravity device, safety engineering, aircrew maintenance, aircrew standards, care of flyer program, flying safety, medical research, neuropsychiatry, neurology, rehabilitation program, therapeutic means, sanitation program, biological defense, indoctrination program, veterinary career, medical service career and education, audio-visual aids, and dental records.

RESTRICTED

OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

AIR ADJUTANT GENERAL

Records Officer: Miss Dorothy E. Syvertsen

63. Executive Office      Miss Pemberton      55789      AFCA-3
- Scope of Activities: Manages the civilian personnel of the office of the Air Adjutant General. Supervises operations of the Mobilization Training Program, Office of Air Adjutant General. Services all general information calls to Headquarters USAF. Selects, codifies, edits, cites statutory authority for and transmits material required to be published in the Federal Register, Code of Federal Register, U.S. Government Organization Manual and Congressional Directory.
- Files Maintained: Correspondence, reports, administrative material and a complete library of Air Force and Army publications.
64. Coordination and Plans Division      Miss Barnard      52316      AFCA-3
- Scope of Activities: Coordinates and monitors all staff planning functions charged to the Air Adjutant General. Provides staff guidance in the development and accomplishment of the project program of the Air Adjutant General.
- Files Maintained: Administrative correspondence.
65. Projects Branch      Mr. Gray      55791      AFCA-4
- Scope of Activities: Develops correspondence methods and procedures and prepares necessary publications pertinent to correspondence; conducts studies and presents plans, reports, and recommendations to the Air Adjutant General concerning the operations of the component segments of his office. Assists in preparation of funeral arrangements for all high Air Force officials.
- Files Maintained: Surveys and correspondence.
66. Postal Branch      Mr. Gumper      72610      AFCA-5
- Scope of Activities: Administers and exercises staff supervision over the postal, postal finance and security courier service activities of the Department of the Air Force in the unified operations of the Army-Air Force postal service.
- Files Maintained: Correspondence, reports, surveys, publications and interdepartmental agreements pertaining to postal and security courier service matters; postal and security courier service inspection and investigation reports and case files; mail transportation and postal finance statistical data; postal and security courier personnel data.

**RESTRICTED**

OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Postal Branch - CAG (cont'd)

Field Offices

NOTE: Items 67 thru 71, Courier Transfer Stations, are field offices of Postal Branch, Coordination and Plans Division, located as indicated below; scope of activities, and types of files maintained are the same in each instance, i.e.

Scope of Activities: Transmission of Top Secret documents; qualified cryptographic material; and Restricted Data of the Atomic Energy Commission to destination points within and outside the United States by designated officer courier and courier transfer officer.

Files Maintained: Correspondence and reports concerning security courier service matters and completed security courier service receipt forms, DD Form 194 (Pouch and Seck Invoice); DD Form 195 (Delivery Receipt); DD Form 205 (Classified Mail Receipt to Sender); DD Form 206 (Pouch Label); DD Form 341 (Officer Courier Designation).

Courier Transfer Stations

Asst. Records Officers

67. McChord CTS	McChord AFB, Wash.	Capt. J. T. Gilstrap
68. Mobil CTS	Brookley AFB, Ala.	Capt. P. D. Stogdole
69. San Antonio CTS	Kelly AFB, Tex.	Capt. F. G. Snyderwitz
70. Travis CTS	Travis AFB, Calif.	Capt. F. T. McSpadden
71. Westover CTS	Westover AFB, Mass.	Capt. W. G. Hutson
72. <u>AF Records Administrator</u>	Mr. Souther	22159                      AF CAG-3

Scope of Activities: Exercise a staff supervision of the Records Administration Program of the Department of the Air Force and all constituent activities.

Files Maintained: Correspondence on disposal, retirement, transfer status, and utilization of records, also photostat copies of authorizations for destruction of records (1944-1948).

FIELD OFFICE

Air Force Liaison Representative

Asst. Records Officer

73. Kansas City Records Center    Kansas City, Mo.                      Mr. P. E. Barrett

Scope of Activities: Serves as consultant, expediter and liaison agent for Headquarters, AF Air Force (through the Air Adjutant General) and for Air Force field activities incident to all phases of the Records Administration Program requiring contact with Department of the Army Depositories.

Files Maintained: Correspondence, studies of records maintenance and procurement procedures, and working papers pertaining to the development of disposal criteria for Air Force records.

RESTRICTED

	<u>OFFICE OF RECORD</u>	<u>CONTACT PERSON</u>	<u>EXTENSION</u>	<u>SYMBOL</u>
	Administrative Division			
74.	<u>Unit Personnel Branch</u>	Capt. Metcalf	54064	AFCAG-13
	<u>Scope of Activities:</u> Responsible for the administration of officer personnel assigned or attached to the Office of the Secretary of the Air Force, Hq. USAF and the Central Control Group.			
	<u>Files Maintained:</u> Organizational personnel records, morning reports, locator files, officers register, and files on fund-raising campaigns, pertaining to OSAF, Hq. USAF, and the Central Control Group.			
75.	<u>Orders Branch</u>	CWO J.A. Bruner	52119	AFCAG-14
	<u>Scope of Activities:</u> Prepares, edits and issues administrative orders pertaining to USAF military and civilian personnel Air Force wide, as requested by staff agencies of Headquarters USAF and by the Secretary of the Air Force, and establishes policies pertaining to the issuance of orders, in coordination with interested staff agencies.			
	<u>Files Maintained:</u> Retains official record copies of all orders issued including authenticated requests for same. Maintains ready reference card file which indicates by name and summary all orders issued. Maintains records of boards and committees on which Hq. USAF has membership.			
	Mail and Records Management Division			
76.	<u>Office of the Chief</u>	Miss Hackney	52508	AFCAG-20
	<u>Scope of Activities:</u> Exercises staff supervision of the Headquarters-wide mail, correspondence control, and records systems.			
	<u>Files Maintained:</u> Correspondence and reports relative to mail and records policies and procedures and administration of the Division.			
77.	<u>Procedure Analysis Branch</u>	Misc Syvertsen	54886	AFCAG-22
	<u>Scope of Activities:</u> Formulates mail and records policies and procedures; plans and guides the establishment and operation of Offices of Record and Office Mail Facilities throughout Headquarters USAF on a collaborative basis with all staff offices.			
	<u>Files Maintained:</u> Reports of survey and correspondence relative to the operation of Offices of Record and Office Mail Facilities; transfer agreements on retired Headquarters USAF records and correspondence on the disposition of these records; Records Disposition Schedules for all Headquarters USAF offices and attendant records; background material on Air Force Records Reference Guide; background material on assignment of Headquarters USAF office symbols and on directives which the Mail and Records			



REFERENCES

OFFICE OF RECORD	CONTACT PERSON	EXTENSION	SYMBOL
Mail and Records Management Division (cont'd)			
81. <u>Air Adjutant General Mail Facility</u>	Mrs. Robison	53018	AFCAG-28
<p><u>Scope of Activities:</u> Processes mail addressed to or dispatched by all elements of the Office of the Air Adjutant General; furnishes referral service for mail addressed to the Air Adjutant General in accordance with the provisions of paragraph 3d, AFR 10-3 and for misaddressed mail in accordance with the provisions of HFI 11-20.</p> <p><u>Files Maintained:</u> Mail locator records; classified document receipts and attendant correspondence.</p>			
82. <u>Photographic Records and Service Division</u>	Mrs. Gurcoo	52484	AFCAG-40
<p><u>Scope of Activities:</u> Procures, evaluates and files all USAF exposed still film negatives of the type described in AAF Reg 95-6, including related material such as mosaics, photo indexes, photo plot maps and such other records required for informational and reference purposes.</p> <p><u>Files Maintained:</u> Correspondence dealing with motion picture and photographic records and services.</p>			
83. <u>Library Branch</u>	Mr. Ferruzza	72617	AFCAG-40
<p><u>Scope of Activities:</u> Maintains a library containing mapping, charting and terrain intelligence photography with related information and records of all USAF photography.</p> <p><u>Files Maintained:</u> Graphic records of aerial photographic coverage.</p>			
84. <u>Photo Service Branch</u>	Mrs. Gurcoo	52484	AFCAG-40
<p><u>Scope of Activities:</u> Provides photographic production and reproduction services of aerial and ground still photographic material received by Hq USAF, including mapping and charting photography, intelligence photography, pictorial records, duplication of films, photographs, contact prints, ration printing and enlarging.</p> <p><u>Files Maintained:</u> Records relative to services rendered.</p>			



UNCLASSIFIED

OFFICE OR BRANCH	CONTACT PERSON	EXTENSION	PHONE
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85.	<u>Photographic Records and Services Division (cont'd)</u> <u>Film file &amp; Records Branch</u>	Mr. Dickner	73505	
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Scope of Activities: Maintains and services a depository and files with related records for all exposed aerial and ground photographic film produced or acquired by the USAF.

Files Maintained: Aerial and ground still film records.

86.	<u>Publishing Division</u> <u>Executive Office</u>	Miss Mann	75980	AFPM-2
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Scope of Activities: Administers the USAF printing program as defined by AFM 5-1. Plans and coordinates the activities of the Branches of the Division engaged in reviewing, publishing and distributing AF printed material. Implements and/or maintains staff supervision over policies and decisions of the USAF Printing Committee. Provides AF representation on Department of Defense and other interdepartmental boards and committees concerned with printing, publishing, distribution and related activities.

Files Maintained: Correspondence pertinent to the entire Publishing Division.

87.	<u>Distribution and Requirements Branch</u>	Mrs. Terrell	54468	AFDM-91
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Scope of Activities: Establishes policy governing the entire USAF distribution program for publications and blank forms. Computes quantitative requirements for all new printed material intended for distribution throughout the USAF. Distributes publications and blank forms to offices of Headquarters USAF.

Files Maintained: Correspondence and action records pertinent to branch activities.

88.	<u>Printing Branch</u>	Mrs. Thompson	54368	AFDM-94
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Scope of Activities: Establishes Department of the Air Force policy pertaining to printing procurement i.e., essentiality, specification, typography and design, procurement sources etc. on such items as AF Regulation, Letters, annals, Courts-martial Orders, TD/Es, Bulletins, Procures, posters and other miscellaneous material requiring offset lithography or letterpress. Establishes policy regarding operation of AF field printing plants and printing equipment. Maintains liaison with the Government Printing Office and the Joint Congressional Committee on Printing. Conducts inspection of all AF field printing plants and reviews their periodic operating reports.



OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Publishing Division  
88. Printing Branch (cont'd)

Files Maintained: All records including fiscal expenditures on AF printing procurements. Congressional authorizations and related correspondence concerning AF field printing plants and equipment. Originals on certain publications upon which procurement has been completed.

89. Publications Review Branch Mr. Saffell 56816 AFCAG-55

Scope of Activities: Prepares and recommends policies on standard AF administrative publications. Reviews and checks for essentiality and conformance with policy, edits and authenticates standard AF administrative publications including Joint Army-Air Force publications.

Files Maintained: All background material on current administrative publications, and a cross index file on all standard publications.

90. Forms Management Branch Miss Woods 71235 AFCAG-53

Scope of Activities: Develops, directs and maintains the Air Force Forms Program, exercising supervision over all matters, pertaining to essentiality, design, simplification, consolidation, standardization, final approval of new revised and reprinted forms, numbering and indexing of all AF, AFHQ, and AFHQ "O" forms.

Files Maintained: Correspondence on forms and historical records of all blank forms utilized by the Department of Air Force.

91. Personnel Records Service Division Mr. Moriarty 72526 AFCAG-60

Scope of Activities: Establishes USAF policies and procedures governing the maintenance, procurement and disposition of personnel records and the release of information from those records. Prepares Selection Folders on active duty Air Force officers which are used in connection with promotions and other personnel actions. Prepares documents under the seal of the Department of the Air Force upon receipt of properly authenticated court orders; issues statements of service, certificates of acknowledgment, certificates of authentication, certificates under provisions of the Soldiers and Sailors Civil Relief Act, certificates for use in legal controversies and certificates in lieu of lost or destroyed discharge certificates. Prepares promotion histories of General Officers. Determines relative rank of officers when requested. Processes application for and makes appointments to the Honorary Air Reserve. Initiates supplemental and temporary service records. Prepares the official Air Force Register for publication and verifies information and data therefor. Processes cases pertaining to review by the Air Force Board for correction.

PERSONNEL DIVISION

OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

91. Personnel Records Service Division (cont'd)

Scope of Activities: (cont'd)

of Military Record, Air Force Discharge Review Board and War Trial Board. Issues identification cards to retired USAF officers; retired Air Force reserve officers, retired Air Force of the United States officers, officers of the Air Force Honorary Air Reserve and to retired airman. Serves as liaison between Hq. USAF and Continental Air Command and its numbered Air Forces on matters relating to the master personnel records of reserve officers not on active duty.

Files Maintained: Administrative correspondence and master personnel records of commissioned and warrant officers (both active and retired), Air National Guard officers, enlisted personnel (both active and retired), officers Selection Folders, Headquarters copies of Form 86 of officers on active duty, and master personnel and field personnel records of all absentees and deserters who have been AWOL for more than thirty (30) days. Maintains lists of retired USAF and AFSC commissioned and warrant officers and of those officers on the Air Force Honorary retired list; a locator system for determining whereabouts of commissioned officers; numerical service number files of officer and enlisted personnel; rosters of officers by organization and copies of money lists by organization pertaining to enlisted personnel.

DCS/OP PERSONNEL

Records Officer: Mrs. Florence J. Beard

92. Administrative  
Support Division

Miss Fleck                      76643                      AFAC

Scope of Activities: Supervises the administrative management activities for the offices of the Comptroller; conducts research in administrative management; budgetary control on temporary duty travel for all personnel of Hqs.

Files Maintained: Correspondence pertinent to functions, policies, special projects and over-all planning of DCS/Comptroller administrative activities.

Assistant For Plans. (DCS/C)

Records Officer: Major Leif W. Lindberg

93. Executive Office

Miss Ellis                      76674                      AFAC

Scope of Activities: Maintains a continuing study of the over-all management of the Air Force to aid DCS/Comptroller in planning, coordinating, and directing activities of his organization, both internally and with relation to other elements of the Department of Defense.

RESTRICTED

OFFICE OF RECORD

CHARLES H. HANSON

EXTENSION

SYMBOL

Assistant For Plans, (DCS/C) (cont'd)

93. Executive Office (cont'd)

Files Maintained: Correspondence and reports on background material and projects necessary for the formulation of policy and the scheduling of various DCS/Comptroller activities.

Assistant for Field Management, (DCS/C)

Records Officer: Major Thomas J. Freaney Jr.

94. Executive Office

Sgt. Inzinna

73521

AFANG

Scope of Activities: Develops and secures approval of over-all policies essential to the organization and operation of the field Comptroller system; directs advanced training programs of the Comptroller system; monitors and directs all matters pertaining to mobilization planning for Comptroller activities; liaison between Comptroller in Hqs and Comptroller activities in field commands.

Files Maintained: Correspondence and studies relative to the above functions.

Auditor General, (DCS/C)

Records Officer: Col. Witham

Hqs. Extension Office

Records Officer: Lt. Col. Gustave W. Mutschler

95. Philadelphia, Pa.

Mrs. Sealey

Locust

7-1491

AFAND-PA

Scope of Activities: Performs all internal auditing functions except audits pertaining to the AF exchange system. Exercise technical supervision of the performance of internal audits, audits of accounts and records relating to procurement in overseas AF commands. Plans, develops and publishes auditing and administrative regulations and manuals.

Files Maintained: Correspondence, reports, industrial audits, non-appropriated funds, office 201 records on civilian and/or military personnel.

RESTRICTED

OFFICE OF A.C.P.L.

CONTACT PERSON

EXTENSION

SYMBOL

Hq. Extension Office

Field Offices

NOTE: Items 96 thru 100 are field offices of the Hq. Extension Office, Auditor General, located as indicated below; scope of activities and files maintained are the same as those listed in item 95 above.

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|--|---|
| 96. Central District, St. Louis, Mo.                         | <u>Asst. Records Officer:</u><br>Claude V. Coontine |
| 97. Eastern District, New York, N. Y.                        | Major Milton E. Smith                               |
| 98. Western District, Los Angeles, Calif.                    | Jack K. Barrett                                     |
| 99. Southwestern District, Ft. Worth, Texas                  | Major Paul H. Schrepel                              |
| 100. Wright-Patterson Hq. Liaison Office,<br>Lexington, Ohio | Arnold A. Peter                                     |

Director of Statistical Services, (DCS/C)

Records Officer: Major M. E. Hour

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|-----------------------|-----------------|------|----------|
| 101. Executive Office | Mr. W. L. Smith | 7405 | A 473-10 |
|-----------------------|-----------------|------|----------|

Scope of Activities: Plans, coordinates and directs the USAF statistical reporting phase of the Comptroller system to provide for complete integration of statistical and management data at all levels. Develops, prepares and issues special and recurring statistical reports and studies, directives, instructions and interpretations covering current and new reports; controls and operates USAF worldwide report control system.

Files Maintained: Compendium, statistical data and reports relative to the above functions.

- |                                  |              |       |            |
|----------------------------------|--------------|-------|------------|
| 102. Machine Accounting Division | Major Lovett | 74927 | A 473-3-10 |
|----------------------------------|--------------|-------|------------|

Scope of Activities: Responsible for the collection, preparation and presentation of statistics by all electrical accounting divisions. Maintains liaison with other governmental statistical agencies.

Files Maintained: All IBM cards and material. Strength and organizational statistical data.

## RESTRICTED

## OFFICE OF RECORD

## CONTACT PERSON

## EXTENSION

## SYMBOL

Director of Budget, (DCS/C)

Records Officer: Capt. F. E. Davis

103. Executive Office T/Sgt. Kennedy 55086 AFABF-1b

Scope of Activities: Responsible for the administrative program of the Directorate; determines administrative procedure in routing and control of correspondence, requesting of supplies and equipment, leave, personnel assignments; prepares daily staff digests; responsible for the control of classified documents and is designated Top Secret control office.

Files Maintained: Correspondence pertinent to the over-all administrative planning of the Director of Budget.

104. Plans Staff Miss Bennett 73268 AFABF-3

Scope of Activities: Maintains liaison with the Office of the Secretary of Defense, JCS, and Bureau of the Budget regarding future budget plans. Provides guidance, advice and council regarding over-all future plans for preparation defense of administration of AF Budgets or appropriations; coordinates future budget plans for future AF programs.

Files Maintained: Correspondence and reports on background material and projects necessary for the future planning of the budget.

105. Review Staff Miss Fitzgivers 72913 AFABF-4

Scope of Activities: Maintains liaison with the Office of the Secretary of Defense, JCS and the Bureau of the Budget regarding current budget operations. Establishes uniform procedures to be used in preparation of current budgets.

Files Maintained: Correspondence and background material necessary for the preparation of current budgets.

## Procurement and Research Division

106. Executive Office Miss Carr 71370 AFABF-5

Scope of Activities: Prepares annual and quarterly "Call of Estimates" to estimating and operating agencies. Presents and defends budget estimates before JCS, OSD, BOB, BPA and Congressional Committees. Maintains fund control records; record of estimates and program changes.

Files Maintained: Correspondence on budget structure, language, legislation, travel, reports, publications and special projects.

PROCUREMENT AND RESEARCH DIVISION

<u>OFFICE OF RECORD</u>	<u>CONTACT PERSON</u>	<u>EXTENSION</u>	<u>SYMBOL</u>
Procurement and Research Division (cont'd) 107. <u>Control Group</u>	Miss Ball	75701	AFAC-51
<u>Scope of Activities:</u> Performs special studies and analyses of problems directly related to budgetary responsibilities of the Division; reviews estimates and allocations.			
<u>Files Maintained:</u> Correspondence, budget authorizations, Monthly Status of Allocation from each command, reports from Army and State Department on Foreign Aid, and budget control ledgers by projects.			
108. <u>Research and Development Branch</u>	Mr. Baldinger	75550	AFAC-52
<u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements; managing funds appropriated or otherwise made available for Air Force Appropriation Research and Development Program, and Industrial Mobilization.			
<u>Files Maintained:</u> Studies on annual, supplemental and deficiency budgets, budget estimates and hearings pertaining to the budget activities, records of budget allocations and budget reports by commands.			
109. <u>Major Procurement Branch</u>	Mr. Estenes	71450	AFAC-53
<u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements and requests; managing funds appropriated or otherwise made available for Air Force Appropriation, Major Procurement Other than Aircraft.			
<u>Files Maintained:</u> Maintains appropriations by programs, justifications and estimates, Call for Estimates and JCS estimates.			
110. <u>Special Program Branch</u>	Col. Barden	70334	AFAC-54
<u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements and for managing funds appropriated or otherwise made available for Air Force participation in Foreign Aid Program and other special funds.			
<u>Files Maintained:</u> Agreements with Western European countries; tactical fiscal reports; military assistance programs, budget estimates, Foreign military aid including supplies for aircraft training.			

RESTRICTED

- | <u>OFFICE OF RECORD</u>                    | <u>CONTACT PERSON</u>  | <u>EXTENSION</u>  | <u>SYMBOL</u>  |
|--|--|-------------------|----------------|
| Procurement and Research Division (cont'd) |  |                   |                |
| <u>Aircraft Branch</u>                     | Mr. Ennis  | 77405             | AFARF-5a       |
| 111.                                       | <u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements; managing funds appropriated or otherwise made available for AF Appropriation, Construction of Aircraft and Related Procurement.   |                   |                |
|  | <u>Files Maintained:</u> Studies on annual, quarterly and deficiency budgets, hearings on estimates and reports of budgetary nature.   |                   |                |
| Maintenance and Operation Division         |  |                   |                |
| 112.                                       | <u>Executive Office</u>  | Mrs. Stavru       | 55657 AFARF-6  |
|  | <u>Scope of Activities:</u> Responsible for planning, developing, monitoring and supporting budget estimates and for the administration of funds appropriated for Air Force Appropriation, Maintenance and Operations.   |                   |                |
|  | <u>Files Maintained:</u> Correspondence to and from branch chiefs; general administrative reports for the division and all radiograms.   |                   |                |
| 113.                                       | <u>Control Group</u>   | Capt. Van Buckirk | 75010 AFARF-6a |
|  | <u>Scope of Activities:</u> Maintains official control records covering the appropriations, projects and programs for the division.  |                   |                |
|  | <u>Files Maintained:</u> Correspondence, projects, studies and background material for the programs for which they are responsible.  |                   |                |
| 114.                                       | <u>Logistic Support Branch</u>   | Mr. Cyr           | 71255 AFARF-6b |
|  | <u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements and for managing funds made available for Air Force, Air Reserve, Air ROTC projects, Aircraft Maintenance Spares, Base and Depot Maintenance and Aeronautical Chart Service. |                   |                |
|  | <u>Files Maintained:</u> Correspondence, working papers and background material on budgets for the above activities.   |                   |                |
| 115.                                       | <u>Operating and Training Branch</u>   | Mr. Raymond       | 71612 AFARF-6c |
|  | <u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements and for managing funds made available for Air Force, Air ROTC project, Air Combat Maneuvers, Aviation Cadet Requirements, Schools and Training.                              |                   |                |

RESTRICTED

<u>OFFICE OF RECORD</u>	<u>CONTACT PERSON</u>	<u>EXTENSION</u>	<u>SYMBOL</u>
Maintenance and Operation Division (cont'd)			
115. <u>Operating and Training Branch (cont'd)</u>	Mr. Raymond	71612	AFAPF-65
<u>Files Maintained:</u> Correspondence, working papers and background material on budgets for the above activities.			
116. <u>Service Wide Support Branch</u>	Lt. Col. Heldecker	77027	AFAPF-64
<u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements and for managing funds made available for Air Force, Reserve, ROTC projects, Medical Procurement and Supplies, Care of the Dead, Mission and Air Attache Office; Inter-American Relations, and Planning pertaining to Air Force Program, Service-Wide Support.			
<u>Files Maintained:</u> Personnel Service projects by command, formal presentation of budget for above activities from Command to Bureau of Budget, BOA, master file on Report of Personnel, and Monthly Obligation of Personnel by commands.			
Military Requirements and Construction Division			
117. <u>Executive Office</u>	Miss Alverson	56897	AFAPF-7
<u>Scope of Activities:</u> Responsible for the budget estimates and administration of fund, and for administrative functions for the division.			
<u>Files Maintained:</u> Correspondence and background material necessary for supporting budget estimates, copies of correspondence written by the branches; handles the civilian personnel requirements and needs of the division.			
118. <u>Control Group</u>	Miss Morrissey	73508	AFAPF-7a
<u>Scope of Activities:</u> Maintains official control records covering the Appropriation, Projects and Programs for the division; records funding detail by operating agency.			
<u>Files Maintained:</u> Monthly Reports of Allocation, Funding Program for '51 and '52 and justification for budget.			



## RESTRICTED

<u>OFFICE OF RECORD</u>	<u>CONTACT PERSON</u>	<u>EXTENSION</u>	<u>SYMBOL</u>
Military Requirements and Construction Division (cont'd)			
119. <u>Military Requirements Branch</u>	Major Wittbrodt	71707	AFABF-7b
<u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements and requests and for managing funds made available for the Air Force Appropriation, Military Personnel Requirements.			
<u>Files Maintained:</u> Correspondence, estimates by group programs, reports to Bureau of Budget, "Call for Estimates" and special projects.			
120. <u>Reserve and Contingencies Branch</u>	Mr. Suffit	75082	AFABF-7c
<u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements and requests and for managing funds made available for Air Force Appropriations, Reserve Personnel Requirements, Air National Guard, Contingencies, and Program Claims.			
<u>Files Maintained:</u> Estimates from Commands, Funding program for foreign training, statements made to the House Committee, financial reports and information on FY '52 "Call for Estimates".			
121. <u>Acquisition and Construction Branch</u>	Col. Hudson	72632	AFABF-7d
<u>Scope of Activities:</u> Responsible for preparing, monitoring and supporting estimates of fund requirements and for managing funds made available for Air Force Appropriations, Acquisition and Construction of Real Property.			
<u>Files Maintained:</u> Budget estimates, correspondence, justifications, hearings, funding program, allotments, allocations and revision of estimates.			
Organization and Procedures Division			
122. <u>Executive Office</u>	Miss Ellis	71635	AFABF-8
<u>Scope of Activities:</u> Develops and recommend policies relative to budgetary and appropriation accounting, prepares, maintains and issues manuals, regulations and instructions covering budgetary and fiscal systems.			
<u>Files Maintained:</u> Studies on budget cost; changes in accounting procedures, working papers and background material for the preparation of budget and fiscal systems, manuals, regulations, etc.			

RESTRICTED

<u>OFFICE OF RECORD</u>	<u>CONTACT PERSON</u>	<u>EXTENSION</u>	<u>SYMBOL</u>
Financial Management Division 123. <u>Executive Office</u>	Mrs. Polzer	56128	AFABF-9
<u>Scope of Activities:</u> Formulate and establish over-all funding and control methods and policies, conducts studies of the utilization of appropriated funds, formulates and develops financial operating plans and reporting procedures.			
<u>Files Maintained:</u> Correspondence, preliminary budgets, congressional reports, over-all budget estimates, funding program for all offices of the Directorate, Historical Chart Books and special studies.			
124. <u>Fiscal Accounting and Hqs. Operations Branch</u>	Mr. Ackerman	56992	AFABF-9a
<u>Scope of Activities:</u> Develops and maintains summary controls on total fund availability and apportionments by appropriations and projects and special limitations applicable thereto. Maintains summary allotment ledger and distribution accounts for all allotments to "Headquarters USAF".			
<u>Files Maintained:</u> Correspondence, reimbursement vouchers, Air Force and Navy purchase orders, schedules of collections, working fund transactions between Air Force and other agencies.			
125. <u>Special Funds Branch</u>	Mr. Zack	75627	AFABF-9b
<u>Scope of Activities:</u> Plans, develops and supports estimates and administers special funds appropriated such as Working-Capital Funds and Management Funds. Conducts studies of the utilization of special funds.			
<u>Files Maintained:</u> Correspondence, budget hearing, stock funds, special projects and studies.			
126. <u>Financial Analysis Branch</u>	Mr. McRae	75627	AFABF-9c
<u>Scope of Activities:</u> Develops techniques and internal procedure for analysis, consolidation and review of proposed financial plan of the Air Force.			
<u>Files Maintained:</u> Correspondence, request for apportionment, special project data, and overseas funding.			

RESTRICTED

<u>OFFICE OF RECORD</u>	<u>CONTACT PERSON</u>	<u>EXTENSION</u>	<u>SYMBOL</u>
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Director Of Program Standards & Cost Control, DCS/C  
 Records Officer: Lt. Col. Charles E. Fulton

127.	<u>Executive Office</u>	Miss Fcote	57311	AFAPA
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Scope of Activities: Conducts basic research on planning and programming procedures for use by the staff and major commands. Develops, installs and administers the AF cost reporting and control system. Establish cost standards related to the Fiscal Project Accounts for use in preparation and support of the budget.

Files Maintained: Correspondence files for the entire Director of Program Standards and Cost Control also special projects, reports and studies developed within the Director.

	Planning Research Division			
128.	<u>Standard Evaluation Branch</u>	Mrs. Curry	52741	AFAPA-3C

Files Maintained: Correspondence and reports on Combat Operations during World War II.

Director of Finance, DCS/C  
 Records Officer: Col. M. Bush

	Executive Office			
129.	<u>Administrative Branch</u>	M/Sgt. Horsey	64268	AFAPN

Scope of Activities: Determines, prepares, coordinates broad plans, policies and procedures related to finance activities of the Air Force. Exercises technical direction over the Air Force Finance network and the Air Force Finance Center. Maintains general ledger and subsidiary ledgers thereto, including the fiscal accounts. Renders staff assistance to the Office of the Assistant Secretary of Air Force relative to the financing of government contracts.

Files Maintained: Correspondence files for the entire Directorate relating to Director's over-all planning and coordinating responsibilities, the General Ledgers of the Air Force, consolidated fiscal accounts, loans guaranteed by Air Force appropriated funds, collections made under the Renegotiations Act of 1948 and advance payments to Air Force contractors.



RESTRICTED

OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Director of WAF (DCS/P)

Records Officer: Major C. F. Greenway

133. Executive Office                      T/Sgt. Hoffman                      71448                      APPDC-5-

Scope of Activities: Formulates plans and policies for WAF personnel, advises and assists all commands on training, utilization and administration of WAF personnel.

Files Maintained: Background material on bill establishing the WAF's, official correspondence, publications and statistical reports.

Assistant for Ground Safety (DCS/P)

Records Officer: Capt. J. Casaria

134. Executive Office                      Miss Fullford                      52837                      APPGS

Scope of Activities: Establishes accident prevention policies, procedures, standards and regulations. Procures, analyzes and publishes accident statistics, data and costs. Determines course standards and establishes quota for specialized safety training at civilian institutions and service schools. Maintains a technical safety consultation service to advise and assist in solving safety engineering problems encountered in the field.

Files Maintained: Handles policy and procedure on Ground Safety Program reports of injuries and accidents (SF-92-91A, AF-122A, RCS-AF-AP-U8) on the ground, current engineering publications, project trends and charts, posters, pamphlets, films and other visual aids for safety education and training.

Director of Personnel Planning (DCS/P)

Records Officer: Capt. E. A. Pitt

135. Executive Office                      Miss Maroschel                      74093                      APPDP

Scope of Activities: Prepares, compiles and consolidates reports or correspondence pertaining to legislation affecting the mission of the office of DCS/Personnel. Formulates, develops and coordinates all major personnel projects which are not the responsibility of any one operating activity. Maintains check lists of action to be accomplished in the event of a National Emergency. Supervises transfers of personnel functions from the Department of the Army. Responsible for the completion and implementation of all planning and policy formulation on matters having a direct application to personnel in the USAF. Establishes and maintains a priority list of planning which must be undertaken and recommends the assignment of specific projects or portions of projects.

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OFFICE OF RECORD                      CONTACT NAME                      EXTENSION                      SYMBOL

Director of Personnel Planning (DCS/P) (cont'd)

135. Executive Office (cont'd)

Files Maintained: Legislative correspondence, personnel projects and plans for personnel.

Director of Military Personnel (DCS/P)  
Records Officer: Lt. Col. R. M. Douglas

136. Executive Office                      Miss Tracy                      53284                      AFPMP

Scope of Activities: Plans, establishes operating policies for, directs and supervises the general military personnel activities of the USAF.

Files Maintained: Records of civilian personnel working in Military Personnel are kept here. These are not the official personnel files.

137. Assignment Control Unit for Colonels C/Sgt. Tullis 56631                      AFPMP-A

Scope of Activities: All assignments, reassignments of colonels, to Air Staff, Joint Staff, special staffs, and coordinates the assignments of USA colonels to USAF.

Files Maintained: Correspondence on assignment, and reassignment of AF and USA Colonels. Case files on Colonels career matters.

138. Administrative Branch                      Miss Howell                      55131                      AFPMP-1-A

Scope of Activities: Operates correspondence, message and suspense system for Division; provides office services, publishes duty roster; monitors projects not assignable to other Branches.

Files Maintained: Card file of personnel action, record jackets of officers, correspondence relative to above system.

139. Air Staff and Joint Activities Branch Mrs. Hurdle 73381                      AFPMP-1-C

Scope of Activities: Assignment of officers below the grade of Colonel to; Air Staff, Higher Staffs, Staff and Faculty of Joint and non-AF Schools; Recruiting, National Guard, Air National Guard, ROTC, Atomic Energy Program. Serves as liaison between Air Staff and DCS/O re: manning requirements outside current Troop Program.



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OFFICE OF RECORD                      ORGANIZATION                      EXTENSION                      SYMBOL

Director of Military Personnel - PCS/7 (cont'd)

144. Officers Assignment Division (cont'd)  
Reserve Activities Branch                      Mrs. Murphy                      56570                      AFMMP-1-9

Scope of Activities: Executes procedures to implement Mobilization Assignment Program. Requests TDY personnel ZI (other than Hq. USAF) and overseas to ZI. Recommends action to SATPC on transfers between DA and USAF, USAFR and ANI policies.

Files Maintained: AD of reserve and NG officers, mobilization assignments, TDY, interdepartmental transfers, short tours of duty, and delays in entry on AD.

145. Specialists' Career Assignment Branch                      Mrs. Blankley                      75831                      AFMMP-1-8

Scope of Activities: Effective utilization of career development and assignments of AF specialists and permanent grade; regular second lieutenants. Monitors specialists assignments.

Files Maintained: Correspondence relative to reassignment; career assignment control cards.

146. Overseas Branch                      Miss Fortney                      72379                      AFMMP-1-T

Scope of Activities: Promulgates policies and directives governing overseas assignment; and processing to USAF Missions, combined Missions, Air Attaches; USAF-RAF and USAF-RCAN exchange positions, concurrent travel of dependents; request for emergency or compassionate return, and monitors TDY between ZI and overseas.

Files Maintained: Correspondence on assignments as above and TDY overseas.

147. Enlisted Assignment Division                      Miss Callahan                                           AFMMP-2

Scope of Activities: Advises the Director of Military Personnel on all matters pertaining to the assignment and transfer of enlisted and formulates policies and procedures thereto.

Files Maintained: Correspondence on policy and administration.



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OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Director of Military Personnel - DPM/1 (cont'd)

- Enlisted Assignment Division (cont'd)  
148. Group I SSN Assignment Control Branch Miss Piel      71359                      AFPM-2A-1

Scope of Activities: Controls assignment and transfer of airmen in the wire maintenance, radio maintenance, flight operations, weather, communications and electronics operation, and radar maintenance fields of skill. Monitors manning of APG and MATS world-wide, and requirements for AF enlisted personnel in Joint Army-Navy-Air Force projects.

Files Maintained: Correspondence concerning assignment and transfer of airmen by SSN in above fields of skill.

149. Group I SSN Assignment Control Branch Mrs. Mosley      56654                      AFPM-2A-2

Scope of Activities: Controls assignment and transfer of airmen in the automotive and related equipment maintenance, security and law enforcement, fire fighting, supply, and armament fields of skill. Monitors manning of AAC, ADC and SAC and requirements of AF enlisted personnel in OSI.

Files Maintained: Correspondence concerning assignment and transfer of airmen by SSN in above fields of skill.

150. Group I SSN Assignment Control Branch Miss Peillos      72203                      AFPM-2A-3

Scope of Activities: Controls assignment and transfer of airmen in the aircraft and accessories maintenance, instrument and intricate equipment maintenance, fabric, leather and rubber maintenance, and metal working fields of skill. Monitors manning of USAFE, TAD, TAC, and COMAC.

Files Maintained: Correspondence concerning assignment and transfer of airmen by SSN in the above fields of skill.

151. Manning Control Branch                      Miss Harris      71371                      AFPM-2B-1

Scope of Activities: Controls overall assignment of AF enlisted personnel in the 21, initial assignment of Reserve airmen, monitors requirements of all 21 major air commands, maintains and distribution within the Division, statistical data covering worldwide troop program authorizations and recurring reports of the status of assigned strength of major air commands.

Files Maintained: Correspondence concerning over-all assignment of enlisted personnel in the 21.

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OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Director of Military Personnel - DCS/P (cont'd)

- Enlisted Assignment Division (cont'd)  
 152. Manning Control Branch                      Mrs. Sanford                      54217                      AFPMP-2B-2

Scope of Activities: Controls assignment of AF enlisted personnel to and from overseas major air commands and supervises preparation of replies to Congressional inquiries related to airmen assignments.

Files Maintained: Correspondence regarding rotational personnel and replacements therefor, and records on individual inquiries concerning airmen assignments.

153. Manning Control Branch                      Mrs. Jennings                      71023                      AFPMP-2B-3

Scope of Activities: Monitors training for assigned personnel and allocates airmen training quotas for AF and Army schools. Supply airmen trainees for CCTC.

Files Maintained: Correspondence to reference training and allotment quotas for schools.

154. Group II SSN Assignment Control Branch                      Miss Valesky                      72394                      AFPMP-2C-1

Scope of Activities: Controls assignment and transfer of airmen in the medical and chemical fields of skill. Monitors manning of PEAFA and ATRC and assignment of SCARAF personnel.

Files Maintained: Correspondence concerning assignment and transfer of airmen by SSN in above fields of skill.

155. Group II SSN Assignment Control Branch                      Mrs. Moehring                      71378                      AFPMP-2C-2

Scope of Activities: Responsible for manning of AF Security Service; monitors enlisted requirements of Joint Missions and Commissions, Joint Military Advisory Groups, Mutual Defense Assistance Program, USAF Missions System, Air Attache System, UN Radiation Teams, miscellaneous Intelligence Activities; and Joint Army-Air Force Recruiting Service.

Files Maintained: Correspondence and data on requirements of above organizations.

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OFFICE OF RECORD

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Director of Military Personnel - DCS/P (cont'd)

Enlisted Assignment Division (cont'd)

156. Group II SSN Assignment Control Branch Mrs. Thompson 72735 AFPMP-2C-3

Scope of Activities: Controls assignment and transfer of airmen in the transportation, statistical and machine accounting, administration, personnel, educational, financial and legal fields of skill. Monitors manning of AMC, HQ COMB, ARDC, AEED, and Hq USAF.

Files Maintained: Correspondence concerning assignment and transfer of airmen by SSN in the above fields of skill.

157. Group II SSN Assignment Control Branch Miss Sawyer 54459 AFPMP-2C-4

Scope of Activities: Responsible for assignment and transfer of airmen in the food service, boat operations, bands, photographic, printing, miscellaneous, intelligence, construction, and utilities fields of skill and of WAF personnel. Monitors requirements for enlisted personnel for ROTC, AMG, AF Band School, PIO Photo School, and of AU and CAIRC.

Files Maintained: Correspondence on assignment and transfer of airmen in above fields of skill.

158. Emergency Returns Branch Mr. Clark 76370 AFPMP-2D

Scope of Activities: Processes requests from enlisted personnel for deferment from overseas shipment and for emergency leave and/or reassignment from overseas to ZI station for hardship or compassionate reasons.

Files Maintained: Reports on return of personnel from overseas for emergency reasons. American Red Cross reports of investigation of emergency conditions of personnel requesting emergency leave or deferment from overseas shipment.

159. Overseas Assignment Control Branch Mrs. Johnson 71355 AFPMP-2E

Scope of Activities: Monitors the movement of dependents and enlisted casuals to and from overseas.

Files Maintained: 3-month forecast by AFSC of enlisted casuals assigned to overseas commands, procedure for oversea movement of dependents, and general correspondence on above.

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Director of Military Personnel - DCS/P (cont'd)

160. Promotions and Separations Division Miss Willis 56732 AFPMP-4
- Scope of Activities: Responsible for the over-all formulation of plans, policies and procedures for the promotion and separation of AF personnel, promotion and demotion of all AF officers serving on active duty (except General Officers) relief from active duty, retirement, resignation or discharge of all AF personnel.
- Files Maintained: Plans and policy correspondence on promotions and separations, Board Proceedings for personnel selections for promotion, Master roster of selected personnel for promotion.
161. Civil Complaints Section Mr. Deachy 72567 AFPMP-AD
- Scope of Activities: Responsible for plans, policies and administrative matters on indebtedness, investigation and complaints against personnel, reprimands, non-support and paternity claims.
- Files Maintained: These files are 201 material and are kept until case is closed and then material is sent to the Official 201 file.
162. Personnel Requirements and Analysis Division Miss Kearn 71756 AFPMP-11
- Scope of Activities: Advises Director of Military Personnel on assigned, authorized and projected strength and training requirements for AF Military Personnel and effect changing policies will have on personnel strengths.
- Files Maintained: Correspondence; statistical reports, studies, MOS, inventory and diaries.
- Personnel Services Division  
Special Services Branch
163. Executive Office Mrs. Boettcher 72851 AFPMP-12A
- Scope of Activities: Plans and supervises the Special Services Branch.
- Files Maintained: Correspondence on policy and procedure for the branch.



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Director of Military Personnel - DCS/P (cont'd)

## Personnel Services Division (cont'd)

Airmen's Information and  
Education Branch (cont'd)168. Information Section Miss Kelle 75354 AFMP-12B

Scope of Activities: Develops plans, policies, and procedures for implementation and staff supervision of AF Information Program in the field. Coordinates with the Armed Forces I & E Division, such activities as the Armed Forces Radio Service, Armed Forces Calls, I & E Film, arranges for the procurement and distribution of "The World News of the Week," a weekly news map distributed to all AF installations in the Z/I.

Files Maintained: Correspondence, reports and speeches, on Information Program.

169. Education Section Sgt. Koch 56707 AFMP-12B

Scope of Activities: Develops, plans, policies and procedures for the implementation and supervision of the AF Education Program and Dependents Schools in the field. Coordinates requests and vouchers for payment of tuition of AF personnel at nearby schools. Maintains a library of USAFI correspondence and self study texts and courses as well as a library of foreign language records and material.

Files Maintained: Correspondence, reports and studies on the education program for AF personnel.

170. Awards Branch Mr. Piatraskiewicz 55727 AFMP-12C

Scope of Activities: Supervises awards, decorations and insignia matters within USAF. Processes all recommendations for awards. Prescribes the wearing of the uniforms, salutes, ceremonies and honors to persons. Designs and approves unit insignia, flags and appurtenances to the uniform. Administers the Military Suggestion Program.

Files Maintained: Naming of airfields, General officers awards, foreign awards, general orders from all theaters, biography files, recommendations, types of medals.

171. Board Section Maj. Harwood 55926 AFMP-12C

Scope of Activities: Takes action on recommendations for individual and/or unit awards.

Files Maintained: All records are permanent. When final action is taken on individual awards, original recommendation is filed in 201 files. Unit recommendations are filed in Awards Branch.

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SYMBOL

Director of Military Personnel - DCS/2 (cont'd)

Awards Branch - (cont'd)

Field Office

172. USAF Liaison Unit, Demobilized Personnel Asst. Records Officer  
Records Branch, Records Administration  
Center, St. Louis, Mo. W. J. D. Hilborn

Scope of Activities: Responsible for the processing of requests for Air Force decorations and awards received from discharged Air Force personnel, their next of kin, veterans organizations, military installations and the general public, when the records pertinent to the requests are on file in the Records Administration Center, St. Louis, Missouri.

Files Maintained: No series or groups of records maintained. This unit utilizes the facilities of the Records Administration Center, Department of the Army, so far as Air Force military personnel records are concerned.

173. Personal Affairs Branch  
Office of the Chief Mrs. I. Smith 72731 AFPM-12

Scope of Activities: Formulates policies for and exercises staff supervision over the Personal Affairs Program in the USF. Prepares and/or coordinates on staff studies, surveys, directives, and procedures which affect the Personal Affairs Policies.

Files Maintained: Correspondence, studies, projects and reports on policies and procedures for the branch.

174. Insurance and Savings Section Mr. Marjoram 54111 AFPM-12B

Scope of Activities: Interpretation of laws and establishment and promulgation of policies connected with Life Insurance (Government and Commercial), Allotments of Pay, Soldier's Deposits, Remission and Cancellation of Indebtedness and all matters incident thereto.

Files Maintained: Correspondence and reports of life insurance, allotment of pay, remission and cancellation of indebtedness.



Director of Military Personnel - DCS/P (cont'd)

## Personnel Services Division (cont'd)

## Personal Affairs Branch (cont'd)

175. Assistance and Liaison Section Mrs. Pence 72065 AFPMP-12E

Scope of Activities: Interprets appropriate Public Laws and establishes over-all policies and procedures regarding designation of eligible beneficiaries to receive the Six Months Gratuity Pay, leaves of absence and delays, permission to visit and reside in foreign countries, marriage of Air Force personnel in overseas commands and the Character Guidance Program. Monitors return of the Air Force World War II Dead Program and interment of World War II Unknown Servicemen. Interprets the Armed Forces Leave Act and Public Laws pertaining to initial eligibility for the Air Force Reserve Bonus. Solicits information from the several States concerning Soldier Voting and State bonuses. Processes correspondence in regard to leaves, permission to visit foreign countries, marriage overseas, notification of illness, death or birth of dependents, and health and welfare reports of Air Force military personnel.

Files Maintained: Correspondence, reports and interpretation of public law on policies and procedures.

176. Training and Research Section Mrs. Berube 75026 AFPMP-12E

Scope of Activities: Monitors Federal Legislation and maintains liaison with the American Red Cross, Veterans Administration and other government agencies in order to evaluate, disseminate and distribute information of interest to the Personal Affairs Division. Initiates action to establish MOS's of 1274 (airmen) and 5754 (officer) and to create the Career Field for Terrant Officers within the Personal Affairs Program. Prepares and maintains personal affairs training and operational handbooks. Prepares and reviews all Air Force Personnel Affairs directives. Compiles all necessary statistics pertaining to the Personal Affairs Program and makes recommendations based on this data.

Files Maintained: Correspondence, reports, directives, and training and operational handbooks.

177. Casualty Branch Mrs. Bates 36750 AFPMP-12E

Scope of Activities: Supervises casualty reporting in USAF, including notification to next-of-kin. Processes casualty reports of all USAF military personnel and USAF civilian personnel outside the continental limits of the US. Issues official "Report of Death" to all interested agencies on USAF deceased.

Files Maintained: Death reports, congressional inquiries on casualties, serious illness, copies of bills, condolence letters, casualty reports on plane crash by date of crash.



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OFFICE OF RECORDCONTACT PERSONEXTENSIONSYMBOLDirector of Civilian Personnel (DCS/P)

Records Officer: Mr. Joseph V. Nott

178. Executive Office Mrs. Pritchard 77155 AFPCP-A
- Scope of Activities: Advises and acts for higher officials on problems of civilian personnel administration. Formulates general plans and policies under which civilian personnel administration will be carried on throughout AF, both within and outside the continental limits of the US. Represents AF in liaison activities with the civilian personnel offices of the National Security Organization and its two Departments, US Civil Service Commission, Federal Personnel Council and other Federal departments and agencies.
- Files Maintained: Policy and procedure on management phase of civilian personnel administration.
179. Loyalty Security Board Miss Harris 76030 AFPCP-A-3
- Scope of Activities: Serves as administrative offices to Director of Civilian Personnel, Executive Secretary of the Central Loyalty Security Board, and the Loyalty Security Appeal Board. Establishment of hearing boards.
- Files Maintained: Reports on investigations and hearing. Handles all character and loyalty security on civilian personnel. Records of hearing boards.
180. Standards Division Miss Dodson 71201 AFPCP-B
- Scope of Activities: Develops plans, policies and procedures for department-wide management phases of civilian personnel administration such as civilian personnel organization and staffing plans and studies, budgetary and man-power plans and liaison, civilian personnel mobilization plans and civilian personnel reporting requirements, statistical liaison and evaluation.
- Files Maintained: Correspondence on the above, publications of other agencies and Civil Service reports on all civilian personnel.
181. Field Operations Division Mrs. Bennett 71040 AFPCP-D
- Scope of Activities: Responsible for the conduct of a comprehensive field survey program to examine, evaluate and improve civilian personnel activities at all AF installations.
- Files Maintained: Correspondence and surveys on civilian personnel.

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Director of Civilian Personnel - EGS/P (cont'd)

182. Classification and Wage Division Miss Hartley 53488 AFMCP-C

Scope of Activities: Develops plans and procedures for the classification of all civilian positions in USAF; the establishment of rates of pay in, and administration of, the locality wage program for ungraded positions, administration of payroll, leave, retirement and related subjects.

Files Maintained: Correspondence on above subjects, job sheets, job descriptions, wage schedules, surveys, retirement accounts and civilian employee claims.

183. Overseas Affairs Division Miss Rhodes 72527 AFMCP-E

Scope of Activities: Responsible for administration and coordination of total overseas program concerning civilian personnel policies, regulations, standards, procedures, and problems. Responsible for such special programs as recruitment of civilians within the E/I for duty with overseas commands.

Files Maintained: Correspondence on overseas civilian personnel policies, regulations, standards, procedures, and problems.

184. Placement and Employee Relations Division Mrs. Bethal 71985 AFMCP-F

Scope of Activities: Plans and directs activities of the departmental and field office staffs of the Division including research and development activities in regional offices, represents AF with employee groups and veterans organizations.

Files Maintained: General correspondence on above subjects, grievance cases, suggestions, job analyses, and efficiency appeals.

185. Training Division Mrs. Kistler 52341 AFMCP-G

Scope of Activities: Responsible for the development of plans and procedures for all matters pertaining to the training of civilian personnel of AF.

Files Maintained: Correspondence on training pertaining to civilian personnel of AF, training aides.

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OFFICE W RECORD

ASST. SEC. DIR. OFFICERS

Director of Civilian Personnel - PCS/P (cont'd)

Field Offices

186. The Civilian Personnel Research Section      Mr. Joseph Colman  
Temporary Building "H", Washington, D. C.

Scope of Activities: To develop and adapt personnel research instruments such as, aptitude and trade tests, attitude survey questionnaires, and similar materials for use in improving selection, placement, and utilization of civilian personnel.

Files Maintained: Testing materials, manuals, and correspondence pertinent to the program.

187. Overseas Employment Coordination Office      Mr. Boyd Taylor  
Wright-Patterson AFB, Dayton, Ohio

Scope of Activities: Responsible for receiving, controlling, and filling requisitions from Overseas Air Force Commands for civilian personnel.

Files Maintained: Requisitions for civilian personnel application files, pertinent publications, and correspondence files.

188-191 Area Survey Offices of Director of Civilian Personnel located as indicated below; scope of activities and types of files maintained are the same in each instance, i.e.,

Scope of Activities: Area offices to conduct surveys and render reports as to the conformance to policies, regulations, standards, and procedures promulgated by higher authority and make recommendations toward the improvement of personnel management at installations and commands.

Files Maintained: Copies of reports of surveys, recommendations for same, pertinent publications and correspondence.

188. Eastern Area Office      Olmsted AFB, Middletown, Pa.      Mr. F. Cashman  
189. East Central Area Office      Brookley AFB, Alabama      Mr. W. Aborn thy  
190. West Central Area Office      Kelly AFB, Texas      Mr. C. Giescke  
191. Western Area Office      McClellan AFB, Calif.      Mr. R. Mosker
192. Air Force School for Civilian Personnel Administration      Kelly AFB, Texas      Mr. L. Brown

Scope of Activities: Conducts courses for the training of personnel in all phases of personnel administration.

Files Maintained: Course materials, pertinent publications and correspondence.

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Director of Training (DST/1)

Records Officer: Mrs. E. G. Baigler

193. Executive Office Mr. J. C. Dickerson 71125 AF77P

Scope of Activities: Responsible for the procurement, classification and training of all Air Force military personnel. Formulates and coordinates war plans and staff matters pertaining thereto. Responsible for the coordination and supervision of the activities under this directorate.

Files Maintained: Correspondence on above subjects; officer candidate and aviator cadet applications, waivers and rosters; enlistments and waivers; applications, screening, selection and appointment of Regular Air Force officers; appointments in Air National Guard; Generalized I inquiries on reserves; job analysis; job schedules; test source materials; Air Force Career Progress; classification of military personnel; conference outlines; pilot, navigator, observer, bombardier, fighter, gunnery and combat crew training; technical training; courses and training program for Air Force schools, colleges, and Technical Training Schools; foreign, civilian, commercial, industrial, language, atomic and guided missile, Reserve and National Guard training; rosters of students; training aides, films and training equipment.

Chief of Air Force Chaplains (CAF/2)

Records Officer: Major Edward F. Donnelly

194. Executive Office Major, Donnelly 54136 AF77H

Scope of Activities: All administrative matters pertaining to religious life, morals, morale and related matters affecting USAF personnel. Processes casualty reports on AF personnel and assigns cases to chaplains in USAF. Supervises casualty assistance and dependent benefits program for dependents of deceased AF personnel. Assists Inspector General in annual air inspection of commands. Recommends assignments, reassignments of USAF chaplains. Supervises procurement and disposition of USAF chapel and chaplain supplies. Administers the USAF Religious Fund and the Chief of the AF Chaplains Religious Fund.

Files Maintained: Personnel files (scholastic on active and inactive duty with AF) composed of professional, personal and general correspondence, copies of orders, citations, etc. Casualty assistance files composed of correspondence with next of kin, casualty assistant and dependent benefits, also correspondence with church organizations, inspection and field trips and publicity.

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OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

DCS/OPERATIONS

Records Officer: Lt. T. J. Rivers

195.    Executive Office                                      T/Sgt. Clark                                      55627                                      AFODC

Scope of Activities: Responsible for all aspects of Air Force operational matters to include the making of broad plans and programs, the gathering and interpretation of intelligence, establishing the organizational structure of the Air Force, operational control of all communications and the monitorship of the atomic energy program. In addition, functions include the monitoring of interservice operational activities and preparation of all matters for submission to the Joint Chiefs of Staff.

Files Maintained: No permanent records maintained in this office.

Assistant for Air Bases, DCS/O

Records Officer: Capt Doyle Spurlock

196.    Executive Office                                      T/Sgt. Loulen                                      78036                                      AFORB

Scope of Activities: Develops and consolidates USAF requirements for Air Bases and major facilities, and coordinates Air Staff action on these subjects. Develops and consolidates USAF requirements for military rights in foreign countries. Initiates action and provides Air Staff support for negotiations designed to obtain required military rights in foreign countries.

Files Maintained: Project files and correspondence on the above program.

Assistant for Atomic Energy (DCS/O)

Records Officer: Col. Robert T. Romina, Jr.

197.    Executive Office                                      M/Sgt. Bulli                                      56144                                      AFORT  
Administrative Division

Scope of Activities: Responsible for monitoring and coordinating the Air Force Atomic Energy Program. Principal advisor and office of primary interest for the military application of atomic energy. Serves as a control depository and clearance channel for the collation and dissemination of Restricted Data as defined by Public Law 585, 79th Congress. Responsible for monitoring the following functions which are influenced by atomic energy:

- (1) Procurement, training, assignment and career monitoring of Air Force personnel
- (2) Plans and operational activities
- (3) Research and development activities

Files Maintained: Project files and correspondence on the Air Force Atomic Energy Program.

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OFFICE OF RECORD

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Assistant for Programs (143/1)  
Records Officer: Mrs. Martha Gaudet

198. Executive Office                      Mrs. J. J. Mathis      75411              AFOPB

Scope of Activities: Exercises direction over the development and preparation of AF program to insure continued correlation of all phases thereof; secures assumptions, policies, and the reconciliation thereof and programming; fixes responsibility for each phase of programming; establishes procedures for the correlation of AF programs and distributes planning information in accordance therewith; resolves conflicts occurring in the development or execution of program; and insures the accuracy, publications and distribution of program data completed under this jurisdiction.

Files Maintained: Correspondence files on the above program, publications, Aircraft Committee meetings.

Assistant for Operations Analysis (143/1)  
Records Officer: Miss Wright

199. Executive Office                      Mr. Vinkenes              71241              AF004

Scope of Activities: Undertakes scientific studies of AF equipment, tactics, weapons and strategy as requested by Air Staff and AF organizations; monitors and coordinates progress of all Operations Analysis offices; maintains flow of scientific and technical information between Hq USAF, Operations Analysis offices, and research agencies; selects, indoctrinates and recommends assignment of all operations analysts employed by USAF.

Files Maintained: Operations Analysis publications, master file of operations analysis reports, technical reference files, special projects and reports of; Weapons Systems Evaluation Group matters, Personal files of prospective and former Operations Analysts

DIRECTOR OF INTELLIGENCE  
Records Officer: 30 Records

200. Executive Office                      Mrs. Carter              64087              AF01F

Scope of Activities: Directs, supervises and controls USAF Intelligence activities including the evaluation and production of Air Intelligence necessary to fulfill USAF and USN requirements.

Files Maintained: Correspondence for the entire Director of Intelligence including historical, policy, personnel and funding records, reports, and projects.

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OFFICE OF RECORD

CONTACT PERSON

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SYMBOL

Director of Intelligence (cont'd)

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|------|--|-------------|-------|-----------|
| 201. | <u>Policy Division</u><br><u>Executive Office</u>  | Mrs. Carter | 55987 | AFDIP     |
|      | <u>Scope of Activities:</u> Liaison between Hqs USCF and military representatives of foreign countries; develops security policy for safeguarding of military information.   |             |       |           |
|      | <u>Files Maintained:</u> Administrative files for the division including workload status data and records.   |             |       |           |
| 202. | <u>Planning Branch</u>   | Mrs. Carter | 55987 | AFDIP-PL  |
|      | <u>Files Maintained:</u> Maintains files and records by project groupings which includes: plans, programs, policies, directives, manpower management principles, training and career development, mobilization and emergency requirements, and legislation concerning USCF Intelligence.   |             |       |           |
| 203. | <u>Joint &amp; Interdepartmental Section</u>   | Mrs. Carter | 55987 | AFDIP-PL  |
|      | <u>Files Maintained:</u> Maintains central files including PD materials for the D/I reports, studies, plans and policies issued by combined, joint and interdepartmental committees and working groups of national intelligence agencies and the JCS.  |             |       |           |
| 204. | <u>Military Information Control Branch</u>   | Mrs. Carter | 55987 | AFDIP-MIC |
|      | <u>Files Maintained:</u> Maintains files on publications, amendment and interpretation of registered documents AF-MCI-48; policies on releases of classified military information to foreign governments; specific releases of classified military information to the North Atlantic Treaty Organization, histories and activities of the US-UK Military Information Board; files of the Air Force Internal Security Council and Working Party 13 of the Air Standardization Coordinating Committee. |             |       |           |
| 205. | <u>Foreign Liaison Branch</u>  | Mrs. Carter | 55987 | AFDIP-PL  |
|      | <u>Files Maintained:</u> Maintains a complete file of visits by foreign nationals to U. S. military installations and facilities, material on foreign students and trainees in the U. S., and tours of the U. S. by foreign VIP's.   |             |       |           |

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

### Director of Intelligence (cont'd)

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|------|--|-------------|-------|----------|
| 206. | <u>Collection Division<br/>Executive Office</u>  | Mrs. Carter | 55987 | AFDIC    |
|      | <u>Scope of Activities:</u> Directs and supervises activities pertaining to the collection and requests for air intelligence information; administration and operation of Air Attache system; supervises the expenditure of funds required by intelligence collection branches of the USAF. Defines and establishes USAF reconnaissance requirements and conducts necessary planning and procurement of photographic intelligence. |             |       |          |
|      | <u>Files Maintained:</u> Activity reports, projects, personnel files.  |             |       |          |
| 207. | <u>Collection Control Branch</u>   | Mrs. Carter | 55987 | AFDIC-CC |
|      | <u>Files Maintained:</u> Mainline intelligence directives produced and published by AFDIC and directives issued by all other intelligence branches; operations reports of Air Attache; central files of all requests for information; directives concerning exploitation of German and Austrian scientists; and the Air Force Evasion and Escape Project.  |             |       |          |
| 208. | <u>Documents and Dissemination Branch</u>  | Mrs. Carter | 55987 | AFDIC-DD |
|      | <u>Files Maintained:</u> Maintains air intelligence reports, handbooks, diaries, intelligence summary briefs, intelligence studies and working material.   |             |       |          |
| 209. | <u>Air Attache Branch</u>  | Mrs. Carter | 55987 | AFDIC-AA |
|      | <u>Files Maintained:</u> Maintains reference files, personnel information files on enlisted and officer personnel of the Air Attache system, property records of the Attaches, passport files, policy and admin. reports.  |             |       |          |
| 210. | <u>Supplemental Research Branch</u>  | Mrs. Carter | 55987 | AFDIC-SR |
|      | <u>Files Maintained:</u> Material maintained for authorized personnel only.  |             |       |          |
| 211. | <u>Reconnaissance Branch</u>   | Mrs. Carter | 55987 | AFDIC-RC |
|      | <u>Files Maintained:</u> Maintains publications, charts, maps, photo interpretation, advice, training material, reports, target and objectives folders, German and Russian training and target material, and target indexes.   |             |       |          |

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Assistant For Production  
(Director of Intelligence)

212. Executive Office Mrs. Carter 55987 AF01A

Scope of Activities: Directs and supervises the production of air intelligence; maintains control system over the production of air intelligence estimates and studies; monitors air intelligence production activities of the Evaluation, Air Forces and Estimates Divisions.

Files Maintained: AI Studies, numbered and unnumbered; annual administrative and intelligence correspondence files.

Evaluation Division  
213. Executive Office Mrs. Carter 55987 AF01V

Scope of Activities: Produces and maintains evaluated air technical intelligence including research, development and trends, relative to all foreign weapons of war used in offensive and defensive or counter air operations. Defines and establishes USAF requirements for intelligence pertaining to foreign air establishments, air technical capabilities and air facilities; maintains evaluated air intelligence capabilities of foreign military and civil air establishments to wage air warfare.

Files Maintained: Top Secret and Registered Document Control logs; activity reports; Division personal security clearance records; civilian employee record cards; general correspondence files on above subjects; miscellaneous publications and directives.

214. Air Establishments Branch Mrs. Carter 55987 AF01V-AB

Files Maintained: Activity reports, items of interest, logs, tickler files, intelligence publications for reference, studies produced by the Branch, administrative files, and reference data on air order of battle on foreign air forces.

215. Technical Capabilities Branch Mrs. Carter 55987 AF01V-TC

Files Maintained: Top Secret document receipt control, telecon files, logs, activity reports, projects, NIS contributions, reference files, civilian employee record cards, air estimates, intelligence reviews, journals, studies on aircraft, aircraft engines, armament, guided missiles, electronics, radar, anti-aircraft artillery defense, and general correspondence.

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OFFICE OF RECORD

ASSIGNMENT

EXTENSION

SYMBOL

Assistant For Production (cont'd)  
(Director of Intelligence)-(cont'd)

Evaluation Division (cont'd)  
216. Air Facilities Branch Mrs. Carter 55987 AF011-AF

Files Maintained: Activity reports, intelligence publications for reference, intelligence studies of foreign airfields and seaplane stations, intelligence reviews, naval intelligence publications, airfield maps, current airfield and seaplane station lists, current IED listings of Air Facilities world wide, files of all available information (and photos when available) on known airfields and seaplane stations outside the continental U. S., personnel administration files, general administrative material.

Air Targets Division  
217. Executive Office Mrs. Carter 55987 AF011

Scope of Activities: Make continuing analysis of enemy factors affecting the strategic significance and strategic vulnerability to air attack of the US and certain countries of the world; participate in target planning studies; prepare and maintain portions of the Bombing Encyclopedia; prepare information relative to physical vulnerability of special targets.

Files Maintained: Intelligence directives; administrative publications; reference files on intelligence; working copies of all outgoing correspondence; personal activity reports; Air Objective Folder Program; Top Secret and higher classification logs, clearances; supply requests; space requests; and other general correspondence.

218. Target Program Branch Mrs. Carter 55987 AF011-TP

Files Maintained: Action summaries; intelligence studies of foreign industrial and urban areas; Air Objective folders, security and personnel files; policy book; briefings; field trips; branch history; technical correspondence; Top Secret and higher classification logs; and general correspondence.

219. Target Research Branch Mrs. Carter 55987 AF011-TR

Files Maintained: Intelligence studies of foreign industrial and urban areas; Bombing Encyclopedia records; maps, charts, mosaics of industrial intelligence; target materials; personnel and security records; general correspondence.

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OFFICE OF RECORD

ORGANIZATION

EXTENSION

SYMBOL

Assistant for Production (cont'd)  
(Director of Intelligence)-(cont'd)

220. Air Targets Division (cont'd)  
Air Objective Branch Mrs. Carter 55987 AFOIT-AD

Files Maintained: Drafts of all target materials; materials on industrial concentrations; city and tactical targets; Bombs Encyclopedia; Air Objective Folders; maps, charts, samples of industrial intelligence; general and technical correspondence.

221. Physical Vulnerability Branch Mrs. Carter 55987 AFOIT-BV

Files Maintained: Air Objective Folders; Technical Library; Bombs Encyclopedia; mathematical reports; Weapons Recommendation Sheets; Special Data Sheets; strategic and tactical target studies; general and technical correspondence.

222. Allied Vulnerability Branch Mrs. Carter 55987 AFOIT-AV

Files Maintained: Allied economics, demographic, geographic, sociological and statistical files, Bombs Encyclopedia (domestic); special studies; studies of military and industrial installations; maps, charts; samples of industrial intelligence; general and technical correspondence.

- Estimates Division  
223. Executive Office Mrs. Carter 55987 AFOIE

Scope of Activities: Prepares finished air intelligence estimates on the vulnerability of foreign nations and their capabilities to wage air warfare; keeps world situation under constant review to determine imminence of hostilities. Supervises the preparation of current intelligence publications. Maintains liaison with Joint Intelligence Group and other intelligence, planning and operational agencies of the government.

Files Maintained: JCS, JIC, JIB, papers and comments thereon in regard to air intelligence; Air Intelligence Studies; administrative and personnel records for the Division.

224. Analysis Branch Mrs. Carter 55987 AFOIB-AN

Files Maintained: Day files of all estimate projects; and intelligence reference material.

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OFFICE OF RECORD

CONFIDENTIAL

EXTENSION

SYMBOL

Assistant for Production (cont'd)  
(Director of Intelligence)-(cont'd)

- Estimates Division (cont'd)
225. Strategic Estimates branch Mrs. Carter 55987 AFOIB-ST  
Files Maintained: CIA Estimates and comments thereon; policy intelligence summaries.
226. Planning Estimates branch Mrs. Carter 55987 AFOIB-PE  
Files Maintained: Target folders by cities; intelligence annexes to current war planning papers.
227. Special Estimates Branch Mrs. Carter 55987 AFOIB-SE  
Files Maintained: Special studies pertaining to the mission of the Branch.
228. Current Intelligence Branch Mrs. Carter 55987 AFOIB-CI  
Files Maintained: Copies of Summaries; Jintsum, Air Briefs, Daily Selected Intelligence Reports and Briefs; the Air Intelligence Digest.

Director of Plans (DCS/O)  
Records Officer: Major E. Weaver

- Executive Office
229. Administrative Section Mr. Taylor 72721 AFOPD  
Scope of Activities: Responsible for politico-military, strategic and operational war planning; for guidance to the air staff regarding the operational readiness, required to implement war plans; for supervising the capabilities of major commands, and Reserve Forces to carry out their mission in peace and in war, and for assuring the provisions of necessary resources to them.
- Files Maintained: Official correspondence files, both classified and unclassified, for entire Directorate maintained by AFOPD Records Control Branch, including studies, documents and reports emanating from Joint Chiefs of Staff, National Security Council, Armed Forces Policy Committee and Air Coordinating Committee, and subcommittees thereof.

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Director of Plans - DCS/D (cont'd)

230. War Plans Division                      Mr. Taylor                      72721                      AFOPD-PL

Scope of Activities: Responsible for developing strategic plans and broad operational concepts for the deployment and employment of the AF, reviewing and recommending action on all strategic planning matters affecting the AF, analyzes planning requirements, recommends strategic studies and planning projects, acts as a small steering group within the War Plans Division to assure intergration of the planning activities of the different teams into a coordination planning pattern.

Files Maintained: Special plans, projects and studies pertinent to the functions of the Division.

231. Policy Division                              Mr. Taylor                      72721                      AFOPD-PY

Scope of Activities: Responsible for the politico-military aspect of AF planning. Reviews and recommends action on the military considerations involved in political decisions and proposals by other agencies of the US Government, particularly where such matters have international connotations. Responsible for AF representation at international conference and in the negotiation and drafting of treaties and other international agreements involving military considerations. Reviews, coordinates and recommends action with respect to AF responsibilities in connection with the organization and functioning of ICAO. Reviews joint, combined and inter-departmental papers concerned with politico-military matters pertaining primarily to domestic issues; proposes briefs, studies, comments and recommendations thereon. Provides AF representation on the staff of the National Security Council and where appropriate, on sub-agencies thereof.

Files Maintained: Reference material pertinent to the functions of the Division.

232. Psychological Warfare Division              Mr. Taylor                      72721                      AFOPD-PW

Scope of Activities: Plans for AF participation in psychological warfare operations. Prepares briefs on psychological warfare policy and organizational plans for presentation to the Chief of Staff, the JCS, and the Secretary of the AF. Formulates plans for the collection and interpretations of sociological and psychological warfare employment. Provides plans for psychological warfare units and bulk authorization in the organization of appropriate echelons.

Files Maintained: Record copies of plans and policies for AF employment of psychological warfare weapons in coordination with other agencies.



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OFFICE OF RECORD

CONTACT PERSON

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Director of Communications (DCS/O)

Records Officer: Capt. C. A. Livingood

235. Executive Office Miss Parker 73533 AFMC-X

Scope of Activities: Responsible for all communications matters in USAF, US Control; custodian of registered documents; policies, plans, installation, operation and maintenance of tactical and fixed radio and wire systems; implementation of plans for electronic systems, identification, aids to military air navigation and traffic control.

Files Maintained: Board and committee reports, assignment frequencies, training material, charts, budget estimates, radio and radar survey, special projects, landing systems, control tower instructions, electronics systems, identification, registered documents, communications policies, plans, fixed radio and wire systems.

Communication System Division

236. Security Branch Mrs. Lundquist 53085 AFOS/C

Scope of Activities: Determine requirements, authorize and control the distribution and use of cryptographic systems. Controls and supervises the operations and functions of communication security organization in the USAF. Represents the USAF on all joint and combined boards dealing with matters relating to the responsibilities assigned therein.

Files Maintained: All material Top Secret and Crypto.

Director of Manpower and Organization (DCS/O)

Records Officer: Captain Willis L. Hyman

237. Executive Office Mrs. Throckmorton 72309 AFMO

Scope of Activities: Responsible for development and maintenance of the USAF organizational structure, compilation and administration of the USAF Manpower Allocation Program and the economical utilization of manpower resources; Manpower Allocation monitors, advises, and acts as Air Staff focal point on all matters affecting the USAF Troop Program. Exercises final USAF review and approval of all USAF Tables of Organization and Equipment, changes thereto, and Equipment Modification Lists.

Files Maintained: Correspondence on above subjects. Maintains files on all ground rules, policies, and instruction relating to the development, preparation, and processing of USAF Table of Organization and Equipment and current file of field organizational charts and functional statements.

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OFFICE OF RECORD                      CONTACT PERSON      EXTENSION      SYMBOL

DCS DEVELOPMENT

Records Officer: CWB H. E. Oberg

238. Executive Office                      WOJG J. H. Barricks      77004      AFDDC

Scope of Activities: Responsible for all matters pertaining to the technical development or qualitative improvement of the Air Force; directs the evaluation and development of new and improved air weapons systems, materiel and techniques.

Files Maintained: Correspondence pertinent to functions listed above; reports from various sources necessary for information of the DCS/Development; speech material, and documents pertaining to projects of special significance; photos and characteristics of standard and potential weapons and equipment.

Asst. for Evaluation

Records Officer: Lt. Col. P. J. Schenk

239. Executive Office                      Mrs. Joyce Stinson      76891      AFDDC-AE

Scope of Activities: Performs evaluations to determine the best possible techniques and weapons systems to enable the Air Force to accomplish effectively its mission under probable future combat conditions. Collaborates with appropriate staff agencies to insure the integration of strategy and technology.

Files Maintained: Studies, correspondence and committee reports pertinent to the evaluation of major air force techniques and weapons systems.

Asst. for Development Programming

Records Officer: Lt. Col. F. W. Sietert

240. RDB Liaison Division                      Lt. Col. E. T. Pardee      73344      AFDDC-DP/L

Scope of Activities: Provides the administrative guidance and policy control over the contact established between the AF and the RDB, and acts as the sole contact point for the Air Force.

Files Maintained: Correspondence between AF and RDB, briefings of AF members of RDB Committees, minutes of committee and panel meetings, summaries of Board actions.

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MUNITIONS

OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Asst. for Development Programming (cont'd)

241. Development Program Control Division                      Mrs. Burns                      77418                      AFDDC-DR/P

Scope of Activities: Monitors the preparation of and changes to the AF research and development program including resources and projects. Prepares or monitors preparation of research and development programs.

Files Maintained: Records of research and development projects, R&D budget, funding, project and resource program documents, R&D quarterly review, current R&D programs of other services.

242. Standards Division                      Miss Kuchesky                      58612                      AFDDC-DR/S

Scope of Activities: Monitors and provides staff supervision over all USAF standardization and specification projects involving Air Force items and items developed by other departments and agencies which are used by the USAF. Has cognizance of the Air Force interest in such activities as the Federal Specification Board, Munitions Board Standards Agency, Aeronautical Standards Group, and other agencies engaged in standardization and specifications matters.

Files Maintained: The following basic categories of specifications and standards: Federal, Military, Military USAF, JAN, Army-Navy Bulletin, Army-Navy Standards Sheets, USAF Drawings, and correspondence on the above specifications and standards.

Directorate of Requirements (DCS/D)

Records Officer: Miss F. T. Sullivan

243. Executive Office                      Miss Best                      77648                      AFDRQ

Scope of Activities: Responsible for the conversion of stated roles and missions of the U.S. Air Force into operational requirements for weapons systems, installations, and material; and establishes essential qualities for Air Force organization and personnel for their employment. Certifies all qualitative requirements for end items. Coordinates in the formulation of schedules of qualitative requirements to determine effects on existing or proposed qualitative requirements.

Files Maintained: Correspondence pertinent to the functions of the Directorate, special projects on aircraft and equipment, photos and characteristics of standard and potential aircraft, characteristics and development directives for proposed aircraft equipment and relative publications. Air Standardization Coordinating Committee reports; and current correspondence and reports from AU and APG.

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OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Director of Research and Development (DCS/D)  
Records Officer: Mrs. Emily R. Harris

244. Office of Director                      Miss Bishop                      73610                      AFDRD

Scope of Activities: Formulates, promulgates, and directs execution of research and development policies; formulates and administers or directs action necessary for a balanced research and development program; initiates and carries out such actions as are necessary to provide operating agencies with the means for pursuing research and development activities.

Files Maintained: Correspondence pertinent to functions mentioned above; reports from sundry sources necessary for information of the Director and Deputies; speech material, and documents pertaining to priority or other projects of special significance.

245. Administrative Office                      Mrs. Harris                      73610                      AFDRD

Scope of Activities: Formulates and establishes policies and procedures pertaining to office administration and management activities; processes military and civilian personnel actions and allocates personnel authorizations among the various divisions of the directorate; monitors correspondence from Senators, Representatives and inventors.

Files Maintained: Correspondence on subjects mentioned above, administrative and organizational correspondence pertaining to civilian personnel; R&D project reports and case history files on R&D projects.

246. Assistant for Human Resources                      Miss Brunl                      73534                      AFDRD-HR

Scope of Activities: Initiates, directs, reviews and coordinates programs and projects pertaining to background, basic and applied research and development activity in human resources.

Files Maintained: Correspondence covering research and development in Human Resources; project reports and case history files on Human Resources projects.

247. Assistant for Research                      Miss Howard                      52497                      AFDRD-RE

Scope of Activities: Exercises staff supervision over the formulation and implementation of policies, plans and programs for basic and applied research covering the fields of systems analysis, the physical sciences, the geophysical sciences, and atomic and radiological warfare.

Files Maintained: Correspondence and reports on research programs, projects and proposals, including Project RAND, and records of the RDB Committee on Basic Physical Sciences, Committee on Geophysics and Geography, and Committee on Atomic Energy.

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OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Director of Research and Development - DCS/D (cont'd)

248. Special Assistant for IRTG Matters Miss Kelly                      52066                      AFDRD

Scope of Activities: Concerned with all matters pertaining to the establishment, construction, maintenance and operation of the Low Range Proving Ground for Guided Missiles.

Files Maintained: Correspondence, plans, engineering reports as required to perform the above functions.

Aircraft Division

249. Airplane Branch                      Mr. Hasert                      71510                      AFDRD-AV-1

Scope of Activities: Monitors and develops aircraft research and development programs including plans and policies, and develops in conjunction with Directorate of Requirements military characteristics and techniques.

Files Maintained: Correspondence on all types of aircraft, production and research specification, production schedules, engineering reports and brochures of aircraft manufacturers.

250. Guided Missiles Branch                      Mrs. Cottessen                      52100                      AFDRD-AV-2

Scope of Activities: Is responsible for formulating and establishing policies pertaining to the research and development of guided missiles; for monitoring and continually reviewing this program and projects pertaining thereto; for supervising the guided missiles countermeasures research and development program; for developing in collaboration with Directorate of Requirements guided missiles assigned by the Director of Research and Development.

Files Maintained: Correspondence pertaining to all phases of guided missile research and development, military characteristics; warheads and fuzes for guided missiles; GM budgetary data; facilities for GM test ranges; defense systems and countermeasures for GMs; reports of GM contractors; GM policy; Committee on Guided Missiles, RDR papers.

251. Propulsion Branch                      Mr. Weitzen                      53350                      AFDRD-AV-3

Scope of Activities: Monitors and supervises research and development programs and projects pertaining to aircraft power plants, propellers, rocket engines and related fuels and equipment. This branch is also responsible for monitoring the application of nuclear energy to aircraft propulsion.

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## REGISTRATION

OFFICE OF RECORD

CONTACT NAME

EXTENSION

SYMBOL

Director of Research and Development - DCE/A (cont'd)

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|------|---|------------------|-------|----------|
| 252. | <u>Armament Division</u>  | Mrs. Wood        | 73602 | AFDRD/AR |
|      | <u>Scope of Activities:</u> Plans for, initiates and monitors the research and development of the various armament items.   |                  |       |          |
|      | <u>Files Maintained:</u> Correspondence on research, minutes of Ordnance Committee, classified bombing tables and special reports on armament items.  |                  |       |          |
| 253. | <u>Assistant for Programming and Budget</u>   | Mrs. Wood        | 74579 | AFDRD/AR |
|      | <u>Scope of Activities:</u> Discharges all functions pertaining to budget data on armament material.  |                  |       |          |
|      | <u>Files Maintained:</u> Budget reports on armament material.   |                  |       |          |
| 254. | <u>Aircraft Weapons Branch</u>  | Miss Merryman    | 74343 | AFDRD/AR |
|      | <u>Scope of Activities:</u> Implements functions of the Division in regard to rocket sighting equipment (radar, optical, infra-red, etc.) for aircraft gunnery and rocketry, and related items.   |                  |       |          |
|      | <u>Files Maintained:</u> Correspondence and reports on above.   |                  |       |          |
| 255. | <u>Bombing Branch</u>   | Miss Niner       | 76528 | AFDRD/AR |
|      | <u>Scope of Activities:</u> Implements functions of the Division in regard to bomb equipment, together with all related accessory equipment necessary to the bombing equipment of an aircraft.  |                  |       |          |
|      | <u>Files Maintained:</u> Correspondence and reports pertaining to above.  |                  |       |          |
| 256. | <u>Electronics Division</u>   | Miss Apostolsker | 56716 | AFDED-EL |
|      | <u>Scope of Activities:</u> Responsible for and exercises staff supervision over research, development, and systems engineering of electronics equipment; devices utilizing the infra-red and ultra-violet light frequency spectrum or techniques similar thereto; and other electronic applications. |                  |       |          |
|      | <u>Files Maintained:</u> Correspondence on all research and development matters concerning electronics as stated above and committee and project reports on all phases of electronics.  |                  |       |          |

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Director of Research and Development - DCS/D (cont'd)

257. Equipment Division Miss Miller 72324 AFIND-EQ

Scope of Activities: Responsible for furnishing Air Staff surveillance on matters pertaining to the research and development of aircraft support equipment.

Files Maintained: Military characteristics on equipment, correspondence on geodesy and photogrammetry, photography, cartography.

DCS/MATERIAL

Records Officer: Mrs. Helena P. Smith

258. Executive Office Mrs. Russell 52740 AFMDC

Scope of Activities: Monitors projects and actions, analyzes papers and reports, supervises internal DCS/M management and administration, reviews security classification programs, and monitors mobilization assignments.

Files Maintained: Correspondence on Material policies, technical security, general administration, personnel; reference material; and project reports.

Directorate of Logistics Plans, DCS/M

Records Officer: Major G. J. Clifton

259. Office of The Director Miss Beltzall 55428 MLP

Scope of Activities: Responsible for the coordination of all matters dealing with: the logistical implication of Air Force strategic planning; material programming; preparation and defense of material budgets; allocation of material funds; determination of the adequacy of material readiness, organization, and service support of Air Force and Air Force Reserve Force agencies and units; and material assistance to foreign nations. Provides liaison on material affairs with joint, combined and interdepartmental agencies, and monitors for the DCS/M the review of proposed legislation and the preparation of data for congressional and special committee investigations.

Files Maintained: Files and correspondence originating in the immediate office of the Director and Deputy.

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OFFICE OF RECORD                      SYMBOL                      EXTENSION                      SYMBOL

Directorate of Logistics Plans, DCS/M (cont'd)

260. Executive Office                      Cpl. Eaton                      76486                      MLP-1
- Scope of Activities: Relieves the Deputy Director of Logistics Plans of executive detail by approving, processing and deciding on matters covered by established policy.
- Files Maintained: Correspondence on all personnel (civilian and military), including all security files for the Directorate. Records on all recurring reports.
261. Plans Division
- Office of The Chief                      Mrs. E. Centre                      76982                      MLP-PL
- Scope of Activities: Develops, determines, directs, services, edits, monitors and coordinates all material (logistical) plans for the Air Force in conjunction with the Air Staff, Joint and Combined agencies and other government departments.
- Files Maintained: Copies of all war and mobilization plans, logistics annexes to all war plans, and matters pertaining to the Deputy Chief of Staff, Material.
262. Emergency War Plans Branch                      Mrs. C. Jones                      76319                      MLP-PL-1
- Scope of Activities: Prepares and monitors plans to cover Air Force logistic responsibilities of Emergency War Plans. Reviews logistic aspects of Emergency War Plans from all Air Force Commands.
- Files Maintained: Copies of all war and mobilization plans, logistics annexes to all war plans, and matters pertaining to the DCS/M.
263. Strategic Plans Branch                      Miss C. Sullivan                      76939                      MLP-PL-2
- Scope of Activities: Reviews, monitors, and initiates as necessary, staff studies to determine the logistical implications and feasibility inherent in the USAF Mobilization Plan, the Intermediate Plan and the Long Range Plan.
- Files Maintained: Copies of all war and mobilization plans, logistics annexes to all war plans, and matters pertaining to the DCS/M.

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OFFICE OF RECORD

CENTRAL SECTION

EXTENSION

SYMBOL

Directorate of Logistics Plans DCS/M (cont'd)

Plans Division (cont'd)

264. Technical Plans Branch Miss L. Owenby 76543 MLP-PL-3

Scope of Activities: Responsible for the computation of quantitative logistical requirements in support of war plans relating to the field of material and services, including installations maintenance, supply and services, and to analyze and evaluate planned operations against logistics capabilities.

Files Maintained: Copies of all war and mobilization Plans, logistics annex to all war plans, and matters pertaining to the DCS/M.

Budget and Requirements Division

265. Office of The Chief Mrs. H. Keay 55963 MIP-WE

Scope of Activities: Performs budget and fiscal functions for the DCS/Material; reviews and directs the use of programs needed for computation of quantitative requirements and calculation of budget estimates; serves as a central point of contact between the Army, Navy and Munitions Board for obtaining quantitative requirements; reviews and coordinates T/O&E's and T/A's and OO-30 Series Technical Orders; reviews and coordinates DCS/Material publications.

Files Maintained: All correspondence and related documents pertaining to the overall control of requirements reporting; personnel; and administrative functions.

266. Budget and Programs Branch Mrs. J. Swain 75100 MLP-BR-1

Scope of Activities: Collaborates in preparation of material portion of calls for budget estimates; reviews and defends material portion of budget estimates; collaborates in establishment of annual funding programs pertaining to material; administers in collaboration with DCS/C allocation of funds; monitors preparation and timely dispatch of major Air Force programs required for computation of supply requirements and calculation of budget estimates; monitors preparation of the USAF Logistics Operating Policies.

Files Maintained: All correspondence and related documents pertaining to budget and fiscal functions; all major USAF programs; correspondence relating to revisions and annual publication of USAF Logistics Operating Policies.

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## OFFICE OF RECORD

## CONTACT NAME

## EXTENSION

## SYMBOL

Directorate of Logistics Plans, LCE/M (cont'd)

267. Budget and Requirements Division (cont'd)  
Requirements Control Branch Mrs. G. Sedell 71154 MLP-RR-2

Scope of Activities: Serves as central point of contact for obtaining quantitative mobilization and current requirements; participates in development of factors and/or assumptions required for computation of requirements; reviews equipment authorization tables to determine adequacy of personnel and equipment requirements; acts in advisory capacity to Hq USAF Equipment Policy Board; reviews and approves material publications for DCS/Material.

Files Maintained: All detailed correspondence and documents of cells for requirements; copies of all requirements reports; details of package plans; correspondence pertaining to Joint Air Force, Army, Navy and Maritime Board requirements transactions; complete file of Air Force publications.

268. Policy Division  
Office of The Chief Miss G. Steinhilber 52885 MLP-PO

Scope of Activities: Formulates, or collates, and disseminates Joint and Air Force Logistics policies. Provides policy guidance to agencies of DCS/Material. Coordinates material aspects of plans, policies and programs for assistance to foreign nations. Surveys deficiencies in logistics policy and broad procedures, and initiates corrective action. Analyzes logistic functions and activities to evaluate adequacy of existing statutory authority; determines additional requirements necessary and initiates action to develop required authority. Evaluates legislative proposals to determine impact on logistics and formulates policy position thereon.

Files Maintained: Maintain AFMLP Memos and various regulations and information pertaining to personnel in the Policy Division. Also, maintain stylebook copies of all correspondence, including file on Daily Activity Reports.

269. Projects Branch Miss G. Jacob 52855 MLP-PO-1

Scope of Activities: Joint and Air Force Logistics Policy; provides policy guidance to agencies of DCS/M; process legislation pertinent to Air Force logistics.

Files Maintained: Correspondence pertaining to legislative matters. Material for and copies of speeches given. Other correspondence and material pertaining to special projects.



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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Directorate of Logistics Plans DCS/A (cont'd)

Policy Division (cont'd)

270. Committee Branch Miss G. Steinbauer 52835 MLP-PO-2

Scope of Activities: Monitors MB agendas for the air staff; arranges for Air Force membership on MB Committees; monitors Area Joint Committees.

Files Maintained: All Munitions Board Agendas as well as correspondence and information data pertaining to special subjects and items appearing on the agenda. Also various publications and manuals published by the Munitions Board. Also MB Orders establishing or dis-establishing various MB committees. Information and data on all 9 of the Area Joint Committees.

271. Special JCS Files Miss E. Pickering 72349 MLP-PO-2

Scope of Activities: Studies and analyzes for USAF member Joint Logistics Plans Committee (JLPC) and Combined Administrative Committee (CAC): Combined Chiefs of Staff (CCS); Joint Chiefs of Staff (JCS) and Joint Logistics Plans Committee (JLPC) and other joint or combined papers to determine logistical and administrative implications to assure sound planning.

Files Maintained: All correspondence and other joint or combined papers dealing with logistical and administrative implications to assure sound planning; also budget and budget programming papers.

272. International Branch Miss P. Deich 74009 MLP-PO-3

Scope of Activities: General material aspects of plans, policies and programs relating to Military Defense Aid Program; also coordination on issuance of export licenses.

Files Maintained: Correspondence and information pertaining to MDAP, Foreign Trade (by case numbers received from the Munitions Board) and Aircraft Committee (by subject) agenda and comments.

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OFFICE OF RECORD                      CONTENT                      EXTENSION                      SYMBOL

Director Of Industrial Resources, ICS/II  
Records Officer: Miss M. V. Becker

273. Executive Office                      Miss Becker                      73008                      AFMR
- Scope of Activities: Responsible for the review, coordination and processing of papers for the Director, monitors actions and assigns projects in accordance with the plans and policies of the Directorate and provides all administrative and personnel services, including manning of organization and manpower utilization within the office of the Director, Industrial Resources.
- Files Maintained: Publications, personal records, miscellaneous documents and copies of correspondence originating in the Director's and Executive Office.
274. Industrial Plans Division  
Office of the Chief                      Miss Fiko                      54947                      AFMR-IP
- Scope of Activities: Responsible for development of plans and formulation of policies and procedures required to accomplish the USAF industrial mobilization planning program. Maintains liaison with appropriate military and civilian governmental agencies concerned with above matters and represents the USAF where necessary before such agencies.
- Files Maintained: Correspondence concerning policy phase of the above subjects and Division administration files.
275. Mobilization Planning Branch                      Mrs. Bryce                      75556                      AFMR-IP-1
- Scope of Activities: Formulates the policy for and monitors the operation of the USAF industrial mobilization planning program. Maintains liaison with appropriate divisions of the Air Staff in determining the status of industrial resources. Reviews and processes actions prescribed by Munitions Board Manual 90-1 for Industrial Mobilization Production Allocation. Directs, provides guidance, coordinates, and reviews Air Force purchased preparedness measures and special studies.
- Files Maintained: Correspondence, Regulations, statistical files on production Munitions Board, industrial planning Allocation Program.

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Director of Industrial Resources, DCS/M (cont'd)

276. Industrial Plans Division (cont'd)  
Industrial Programs Branch Mrs. Rolland 74002 AFMR-19-2

Scope of Activities: Provides program guidance for the development of budget estimates for the Air Force industrial mobilization and production planning programs. Monitors Headquarters USAF actions and provides guidance to Hq. AMC in connection with the Industry Voluntary Agreements Section of the Defense Production Act of 1950.

Files Maintained: Correspondence and presentations on the USAF industrial mobilization and pre-production planning budget. Maintains file of mobilization production planning reports on USAF guided missiles. Maintains current record of industry Interagency Committees in use by agencies of USAF.

277. Materials and Priorities Division  
Office of the Chief Miss D'Ambrosio 56969 AFMR-19

Scope of Activities: Represents the USAF on pertinent Munitions Board and other joint governmental committee agencies relating to requirements for raw material, electronic equipment and components, aircraft and related production material and components, materials stockpiling, industrial priorities and allocations systems. Maintains liaison with governmental agencies concerned with the materials, components, and priorities aspects of material production; and represents the USAF where necessary before such committee.

Files Maintained: Administration files and correspondence concerning policy phase of materials, components, materials stockpiling, industrial priorities and allocations systems, facilities expansion of the electronic and component industries.

278. Materials Branch Miss Andrakakos 54569 AFMR-19-1

Scope of Activities: Develops policies and plans to provide adequate raw materials to support USAF aircraft production programs both current and for mobilization. Exercises staff supervision over USAF activities relating to: materials requirements, stockpiling of strategic and critical materials; conservation measures; expediting; materials allocation systems; and basic materials production and fabricating capacity. Reviews export applications and participates in the development of materials export policy determinations.

Files Maintained: Correspondence on raw materials (including historical data - World War II) and stockpiling of strategic and critical materials.

REF ID: A66666

OFFICE OF RECORD                      SYMBOL                      EXTENSION                      SYMBOL

Director of Industrial Resources, DCS/1 (cont'd)

279. Materials and Priorities Division (cont'd)  
Electronics and Components Branch    Mrs. Pugh                      76951                      AFMR-MP-3

Scope of Activities: Exercises staff supervision over USAF activities relating to electronics and components, including production capacity requirements alleviation of critical shortages, expediting and scheduling. Cooperates with the Aircraft Production Resources Agency and the Electronic Production Resources Agency on matters falling within the purview of this branch, and insures that pertinent USAF production problems are presented to those agencies. Participates, at Munitions Board Staff level, in the development of policies and procedures relating to the utilization of the production capacity of the electronic industry.

Files Maintained: Correspondence files on electronic equipment, electronic component parts, aircraft production progress, current and industrial mobilization. Contains files on Munitions Board, Aircraft Production Resources Agency, Electronic Production Resources Agency.

280. Priorities Branch                      Mrs. Jager                      76836                      AFMR-MP-3

Scope of Activities: Develops policies and procedures required to implement the national priorities system in the Air Force. Performs functions required in the delegation of authority to USAF establishments to use the priority powers quotas. Maintains liaison with the Munitions Board staff on priorities and allocations matters and furnishes Air Force representation to appropriate Munitions Board and other Government committees. Screens, submits and defends requests for dollar allocation ratings authority and reallocates quotas to USAF establishments. Expedites special rating requests received from Air Force establishments and Air Force contractors. Coordinates appropriate action with Air Force agencies having primary interest in expediting delivery of materials and component parts, and capital equipment for USAF contractors. Controls the dollar allocation authority as received by Air Force from the Munitions Board. Advises appropriate Air Force staff organizations of proposed priorities decisions and probable impact on Air Force procurement programs.

Files Maintained: Correspondence, statistical records of dollar allocations, files of priorities regulations and orders and legal delegation of priority authority records.

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Director of Industrial Resources, DCS/1 (cont'd)

Industrial Facilities and  
Manpower Division

281. Office of the Chief Mrs. Norton 76208 AFMR-FM

Scope of Activities: Exercises staff supervision and direction on all matters pertaining to industrial plant facilities, machine tools and production equipment, and industrial labor and manpower. Represents the USAF on pertinent Munitions Board and other joint governmental agency committees relating to above matters.

Files Maintained: Correspondence concerning policy phases of industrial plant facilities, machine tools, production equipment and industrial labor and manpower; Munitions Board Committee files and Division Administration files.

282. Industrial Facilities & Tools Branch Mrs. Alston 53750 AFMR-FM-1

Scope of Activities: Develops USAF policies and plans with respect to all phases of industrial facilities. Directs the administration of all USAF owned or controlled industrial facilities, including disposal, acquisition, maintenance, etc. Analyzes, coordinates and recommends approval of budget estimates concerning all industrial facilities requirements.

Files Maintained: Correspondence on industrial facilities and industrial reserve of machinery and equipment, statistical records of expansion of facilities and pertinent committee files.

283. Industrial Labor and Manpower Branch Mrs. Phillips 54420 AFMR-FM-2

Scope of Activities: Formulates plans and supervises policies for the Air Force execution of current and mobilization responsibilities concerning industrial manpower. Approves current and mobilization industrial labor data.

Files Maintained: Correspondence and statistical data on industrial manpower selective service, labor supply, work stoppages, wage rates, housing and community facilities, compliance by Air Force contractors with applicable labor law.

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OFFICE OF RECORD                      CONTACT PERSON                      EXTENSION                      SYMBOL

Director of Procurement and Engineering (DCE/21)

Records Officer: Lt. Col. Robert J. Girard

284. Executive Office                      Wm. Ireland                      55605                      AFMPE
- Scope of Activities: Responsible for the review, coordination and processing of papers for the Director, monitors actions and assigns projects in accordance with the plans and policies of the Director and provides all administrative and personnel services, including manning of organization and manpower utilization within the office of the Director Procurement and Engineering.
- Files Maintained: All administrative correspondence at directorate level.
285. Procurement Division                      Mr. Rice                      74126                      AFMPE-70
- Scope of Activities: Plans, develops and formulates policies, regulations and procedures, exercises staff supervision and liaison on all matters relating to the procurement of supplies and services for the USAF.
- Files Maintained: Contracts including correspondence files on procurement of supplies and services for the USAF. Contractors subject file including current index.
286. Material Control Division                      Miss Arnold                      54869                      AFMPE-MA
- Scope of Activities: Plans, develops and formulates policies and procedures, exercises staff supervision and liaison, on all matters relating to all current and mobilization production programs, production planning, scheduling and coordination on budgeting pertaining to such activities for the USAF.
- Files Maintained: Aircraft, aircraft components, guided missiles, and mobilization planning production schedules, aircraft procurement directives aircraft cost data, aircraft contractor's backlog and employment data, and correspondence pertaining thereto.
287. Engineering Division                      Miss Tilchman                      55160                      AFMPE-EN
- Scope of Activities: Monitors and exercises staff supervision over all production engineering activities relating to production programs for aircraft, navigation and air defense systems, power plants, propulsion, guided missiles, aircraft weapons, communication devices and systems, and all other related aeronautical equipment, including ground support equipment and training aids.

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Director of Procurement and Engineering - DCS/M (cont'd)

287. Engineering Division (cont'd) Miss Tilghman 55160 AFMFA-EN

Files Maintained: Engineering changes and modification of in-production aircraft of all types; configuration data for production aircraft; USAF standard aircraft characteristics; engineering changes to propulsion and armament components affecting production aircraft; engineering changes to equipment for use in production aircraft, including airborne, electronic, and ground support; configuration data for such equipment; procurement of service test quantities of such equipment; procurement directives related to the foregoing; various reports and studies, including contractor proposals, pertaining to the foregoing.

Director of Installations (DCS/M)

Records Officer: Grace Thompson

288. Administrative Office Mrs. Sisto 53158 AFMAI

Scope of Activities: Plans and directs USAF real estate facilities acquisition, development, construction, repair, preservation, utilization, disposal and utilities services.

Files Maintained: All correspondence files for the entire Directorate of Installations, except those relating to rental family housing. Also statistical reports, repair and utilities reports and papers on construction project costs.

289. Control Office Mrs. Jones 55701 AFMAI-2

Scope of Activities: Determines, develops, directs, reviews, edits or coordinates all policies and procedures relating to Directorate functions. Analyzes, recommends and assists in preparation and defense of Directorate of Installations budgetary requirements; recommends allocation of Directorate of Installations fund requirements and maintains continuous analysis of status and applicability of such funds. Prepares and coordinates legislation required by the Directorate. Monitors, coordinates and furnishes staff supervision of the Installations Field Representatives Offices.

Files Maintained: Directorate legislative and legal files and records and records of presentations, speeches and briefings for the Directorate. Directorate Field Representatives files including reports and correspondence received from the Field Representatives.

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OFFICE OF RECORD

CONTACT NUMBER

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SYMBOL

Director of Installations - LGS/M (cont'd)298. Construction Division (cont'd) Mrs. Doucet 73311 AFMAI-C

Files Maintained: Lists of construction projects in order of priority submitted by Air Force commands and other agencies, detailed justifications of construction projects, cost estimating data, progress reports of construction, preliminary and final project drawings and specifications for Air Force structures and facilities, descriptions of commercially developed construction methods and new construction materials, particular on preliminary standard plans for structures peculiar to the Air Force.

299. Maintenance Division Mrs. Dickinson 55078 AFMAI-D

Scope of Activities: Plans, directs and supervises the maintenance and repair of USAF installations, including installations utilized by Air Force Reserve, the provision of aircraft crash rescue, and the provision and operation of utility services at each installation.

Files Maintained: Fire prevention reports, individual damage reports Form 542, aircraft crash rescue reports, inspection reports, fire hazard projects, budget requests, estimating data, Universal Military Training estimates, reports on water and sewage treatment, data on all projects accomplished from MGR funds, technical data on utility systems as well as air conditioning and heating systems, reports on dust and erosion, status of all current projects at each installation, cost reports obtained from the comptroller, contracts and data on utility meter and regulations, data on virus systems and storage, data on engineering developments and experiments outside of the military service. No originals or green copies of correspondence are filed in this Division.

300. Real Estate Division Mr. Jenkins 74469 AFMAI-E

Scope of Activities: Monitors acquisition, disposal, utilization and assignment of all USAF installations and facilities, including facilities utilized by Air Force Reserve components. Monitors realty legal functions and activities relative to the above. Develops and monitors system for real and installed property accountability. Establishes, monitors and maintains records of real property covering all Air Force installations world-wide and compiles and distributes data for Air Force use.

Files Maintained: Real property and facilities reports, maps and related data covering individual USAF installations world-wide.

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OFFICE OF RECORD

CLASSIFICATION

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SYMBOL

Director of Installations - DC/1 (cont'd)

301. Installations Planning Division Mr. Burruss 55622 AFMAI-P

Scope of Activities: Determines, develops and promulgates procedure, policies and programs for the preparation of plans for the development and/or improvement of USAF installations and plans, programs and monitors engineering investigational work for the determination, development and promulgation of standards and criteria for USAF installations fixed facilities as used to govern the preparation of installations developmental or improvement plans.

Files Maintained: Master Plans, maps and charts on all USAF installations, flight hazards on or in the vicinity of USAF installations, dimensional standards for airfield fixed facilities and standards and criteria for air navigational visual aids located on or in the immediate vicinity of USAF airfields. No original or green copies of correspondence are filed in this Division.

Director of Maintenance, Supply and Services (DCS/1)

Records Officer: Mrs. Gillis S. De Witt

302. Executive Office Mr. Brown 54900 AFMSB

Scope of Activities: Plans and directs the logistical support of the USAF through staff supervision of all commands and activities in the field of maintenance supply, transportation and services.

Files Maintained: Correspondence dealing with administrative matters of the Directorate and files dealing with special committees.

303. Transportation Division Mr. Carr 54750 AFMSB-TP

Scope of Activities: Prepares and exercises staff supervision over development and execution of plans, policies, and procedures with respect to all commercial and military transportation matters affecting or of concern to the Air Force.

Files Maintained: Correspondence on matters for transportation, bills of lading, freight classification, railway equipment, agreements with carriers, transportation requests, exports on water shipments, custom clearance, demurrage and express.

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OFFICE OF RECORD

CONTACT NAME

EXTENSION

SYMBOL

Director of Maintenance, Supply and Services - USCAF (cont'd)

304. Maintenance Division Mrs. Egan 75214 AFMS-MT

Scope of Activities: Provides staff assistance for planning, organizing, directing, controlling and coordinating material maintenance for the USCAF and USCAF Reserve Forces.

Files Maintained: Correspondence on aircraft, special projects, vehicles, publications, etc., dealing with maintenance.

305. Services Division  
Office of the C.M.C. Mrs. Long 72305 AFMS-SV

Scope of Activities: Plans, formulates and establishes policies and exercises staff supervision and direction of all matters in the Air Force material services field which includes Food Service, Laundry and Dry Cleaning, Graves Registration and Mortuary Service, Subsistence, and Commissaries and Commissary Stores.

Files Maintained: Correspondence on policy matters in regard to services activities and administrative matters.

306. Plans and Management Office Mrs. Long 75835 AFMS-SV-1

Scope of Activities: Reviews and prepares material service plans and conducts continuing studies in the field of service management and establishes basic policies pertaining to the Air Force material services functions. Prepares, reviews and edits the subsistence and service portions of Air Force budget.

Files Maintained: Correspondence and studies on material service plans, basic policies pertaining to the Air Force material services functions and records and data in connection with budgets.

307. Food Service Branch Mrs. Drew 75306 AFMS-SV-2

Scope of Activities: Directs and develops the Air Force program of food service, including flight feeding. Formulates Air Force policy and plans relative to the utilization, preparation, serving and conservation of food and the use of food service equipment.

Files Maintained: Correspondence pertaining to the Air Force Food service program.

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OFFICE OF RECORD

COMMUNICATIONS

EXTENSION

SYMBOL

Director of Maintenance, Supply and Services - DMS/S (cont'd)

308. Services Division (cont'd)  
Subsistence Branch Mrs. Long 53493 AFMS-SV-3

Scope of Activities: Establishes policies and procedures pertaining to the logistical requirements of the Air Force for subsistence, including special types of operational rations and in-flight meals. Supervises the implementation of approved subsistence supply policies, plans and objectives of the Air Force.

Files Maintained: Correspondence on subsistence, operational rations, etc., and files on subsistence supply plans.

309. Laundry and Dry Cleaning Branch Mr. Fairbank 53493 AFMS-SV-4

Scope of Activities: Formulates policies for the laundry and dry cleaning functions within the Air Force, including determination of type of equipment to be utilized.

Files Maintained: Correspondence pertaining to laundry and dry cleaning functions.

310. Commissary and Commissary  
Stores Branch Major Hamner 75366 AFMS-SV-5

Scope of Activities: Establishes policies for the operation of commissaries and commissary stores. Determines and controls the establishment and disestablishment of commissaries and commissary stores within the Air Force. Establishes the policy for the technical inspection of Air Force commissaries and commissary stores to determine effectiveness of operation. Approves and coordinates manuals and directives pertaining to commissaries and commissary stores.

Files Maintained: Correspondence and files pertaining to commissaries and commissary stores.

311. Graves Registration Branch Mr. Munro 71590 AFMS-SV-6

Scope of Activities: Develops policies and procedures for graves registration and mortuary service in the Air Force. Recommends the policies and procedures for the handling and disposition of personal effects of deceased personnel. Responsible for the preparation of requirements for graves registration and mortuary service.

Files Maintained: Correspondence and files pertaining to graves registration and mortuary service and the handling and disposition of personal effects of deceased personnel.

OFFICE OF RECORD

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CONTACT PERSON POSITION SYMBOL

Director of Maintenance, Supply and Services - JCS/M (Cont'd)

Supply Division  
312. Executive Office Major Gravitt 56222 AFSS-SF

Scope of Activities: Responsible for management functions of planning, organizing, directing, controlling and coordinating all action associated with the supply support to Air Force activities and support to other departments of the Department of Defense on a common or cross service basis.

Files Maintained: All top secret and registered document files of the Division; personnel attendance and other appropriate administrative records.

313. Plans and Management Office Mrs. Kreegel 56435 AFSS-SF-1

Scope of Activities: Review and preparation of supply plans and to conduct continuing studies in the field of supply management and to establish basic policies pertaining to methods, procedures, personnel utilization and organization of the Air Force supply system. Providing Department of Air Force representation on Conditions Board Cataloging Agency and providing staff supervision to Air Force Cataloging activities. Reviewing and editing the supply portion of Air Force budget to ascertain completeness and conformity with current Air Force plans. Responsible for the monitoring of such supply matters which involve two or more branches of the Supply Division.

Files Maintained: Correspondence relating to Air Force supply procedures cataloging activities; agreements between Air Force and Army; and supply budget activities.

314. Aircraft Branch Mrs. Carlson 71594 AFSS-SF-2

Scope of Activities: Responsible for staff management functions of directing and controlling the world-wide distribution of Air Force supplies and equipment including aircraft, aircraft engines, accessories and spare parts pertaining thereto, aircraft ground handling equipment, photographic equipment and supplies and training aids.

Files Maintained: Correspondence pertaining to the above equipment and supplies and necessary programming and related data for status reports.

315. Clothing and Equipment Branch CTO Stovall 56232 AFSS-SF-3

Scope of Activities: Responsible for staff management functions of directing and controlling the world-wide distribution of Air Force supplies and equipment including clothing and personal equipment; shop

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OFFICE OF RECORD

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SYMBOL

Director of Maintenance, Supply and Services - ICS/M (Cont'd)

Supply Division (cont'd)

315. Clothing and Equipment Branch (cont'd) CWO Stovall 56232 AFMSS-SF-3

Scope of Activities: (cont'd)

and warehouse machinery, tools and equipment, office supplies, training films, printing, binding, medical instruments, athletic and recreation equipment and supplies; furniture and furnishings; medical, dental and optical equipment and supplies; chaplain equipment and supplies, flags, bunting and insignia; mess hall and baking equipment.

Files Maintained: Correspondence pertaining to the above equipment and supplies.

316. Armament and Vehicle Branch En. Specialist 54579 AFMSS-SF-4

Scope of Activities: Responsible for staff management functions of directing and controlling the world-wide distribution of Air Force supplies and equipment including aircraft armament (less bombing and gunnery training aids); vehicles, self-propelled materials handling vehicles and construction machinery and maintenance parts; marine equipment and maintenance parts; maintenance parts for flying field and hangar equipment; bombing and gunnery training aids and devices, weapons, ammunition, explosives, warfare gases, bundling and emplacement equipment.

Files Maintained: Correspondence pertaining to the above equipment and supplies and necessary programming and related data for status reports.

317. Communications Branch En. Coll 73345 AFMSS-SF-5

Scope of Activities: Recommends world-wide basic policies, plans, objectives and procedures pertaining to requirement, receipt, storage, issue and final disposition of all airborne and ground electronic equipment (radio, radar, meteorological) procured by and for the USAF and USAF Reserve Forces. Represents ICS/material or various committees concerned with electronic equipment.

Files Maintained: Correspondence on USCA controlled airborne and ground radio, radar, wire and meteorological equipment, field communications systems and projects, all fixed radar systems and projects. Also maintains records of all various Electronic Committee procedures.

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OFFICE OF RECORD

CONTACT PERSON

EXTENSION

SYMBOL

Director of Maintenance, Supply and Services - DCS/1 (cont'd)

Supply Division (cont'd)

318. Fuels and Lubricants Branch      Mr. Rosenberg      71493      AFMSS-SP-6

Scope of Activities: Administers, directs and supervises the establishment of world-wide basic policies, plans, objectives and procedures for petroleum and petroleum products for USAF with respect to budget expenditures, financial transactions, and fiscal arrangements between services, other government agencies and foreign governments.

Files Maintained: Correspondence on all petroleum matters for the entire USAF; also record material on specification studies and allocation of fuels.

319. Materials Branch      Mrs. Hopkins      75672      AFMSS-SP-7

Scope of Activities: Responsible for staff management functions of directing and controlling the world-wide distribution of Air Force supplies and equipment including construction and maintenance materials, publications, paints, compressed gases, raw materials; and storage of strategic and critical materials. Prepare and promulgate policies and procedures to subordinate commands concerning classes of supply for which responsible.

Files Maintained: Administrative correspondence on supply and distribution of various classes of supply; and records and reports on the storage of strategic and critical materials for which the Air Force is responsible.

320. Office, Mutual Defense Assistance      Miss Stanwood      56838      AFMSS-MA

Scope of Activities: Responsible as the Office of primary interest within DCS/Material for the integration of Mutual Defense Assistance Programs with world-wide USAF material activities and provide supervision to insure that proper planning, programming, direction, control, performance and evaluation of approved and subsequent MDA programs are affected.

Files Maintained: Mutual Defense Assistance programs, correspondence files, reports and records of progress of programs.

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SECTION II

HEADQUARTERS USAF FIELD OFFICES AND MAILING ADDRESSES

THE INSPECTOR GENERAL

Deputy Inspector General, USAF  
Kelly AFB, Texas

Deputy Inspector General for  
Technical Inspection & Flight  
Safety Research  
Norton AFB, Calif.

Director of Special Investigations

1005th IG Special Investigation Unit  
Bolling AFB, Washington 25, D. C.

O.S.I. District Office Number 1  
Westover AFB, Mass.

O.S.I. District Office Number 2  
67 Broad St., New York 4, N. Y.

O.S.I. District Office Number 3  
1612 S. Cameron St., Harrisburg, Pa.

O.S.I. District Office Number 4  
Bolling AFB, Washington 25, D. C.

O.S.I. District Office Number 5  
Wright-Patterson AFB, Dayton, Ohio

O.S.I. District Office Number 6  
Robins AFB, Ga.

O.S.I. District Office Number 7  
MacDill AFB, Fla.

O.S.I. District Office Number 8  
Maxwell AFB, Ala.

O.S.I. District Office Number 9  
Barksdale AFB, La.

O.S.I. District Office Number 10  
Kelly AFB, Texas

O.S.I. District Office Number 11  
Tinker AFB, Okla.

O.S.I. District Office Number 12  
Chanute AFB, Ill.

O.S.I. District Office Number 13  
Offutt AFB, Omaha, Nebr.

O.S.I. District Office Number 14  
Lowry AFB, Colo.

O.S.I. District Office Number 15  
Great Falls AFB, Mont.

O.S.I. District Office Number 16  
Hill AFB, Utah

O.S.I. District Office Number 17  
Kirtland AFB, New Mexico

O.S.I. District Office Number 18  
922d Sp. Depot, P.O. Box 310,  
Maywood, Calif.

O.S.I. District Office Number 19  
Box: Office of Special Investigations,  
Travis AFB, Fairfield, Calif.

O.S.I. District Office Number 20  
McChord AFB, Wash.

O.S.I. District Office Number 21  
Langley AFB, Va.

O.S.I. District Office Number 22  
Sampson AFB, Geneva, N.Y.

O.S.I. District Office Number 23  
Carswell AFB, Ft. Worth, Texas

O.S.I. District Office Number 24  
1666 E. Hyde Park Blvd., Chicago, Ill.

O.S.I. District Office Number 25  
Box 325, Roosevelt Pk. Annex  
Detroit 32, Mich.

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HEADQUARTERS USAF FIELD OFFICES AND MAILING ADDRESSES (cont'd)

AIR ADJUTANT GENERAL

Postal Branch

Postal Courier Transfer Station  
McChord AFB, Washington

Postal Courier Transfer Station  
Brookley AFB, Ala.

Postal Courier Transfer Station  
Kelly AFB, Texas

Postal Courier Transfer Station  
Travis AFB, Calif.

Postal Courier Transfer Station  
Westover AFB, Mass.

AF Records Administrator

Air Force Liaison Representative  
Kansas City Records Center  
601 Hardesty Avenue  
Kansas City 1, Mo.

DCS/COMPTROLLER

Auditor General

Headquarters Extension Office  
Auditor General, USAF  
1401 Walnut Street  
Philadelphia 2, Pa.

District Auditor, Central District  
Auditor General, USAF  
Department of Air Force  
St. Louis Medical Depot  
12th & Spruce Streets  
St. Louis, Mo.

District Auditor, Eastern District  
Auditor General, USAF  
Department of Air Force  
67 Broad Street  
New York 4, N. Y.

District Auditor, Western District  
Auditor General, USAF  
Department of Air Force  
155 W. Washington Blvd.  
Los Angeles 15, Calif.

District Auditor, Southwestern District  
Auditor General, USAF  
Department of Air Force  
Government Aircraft Plant #4  
P.O. Box 371  
Ft. Worth, Texas

Wright-Patterson Hq. Liaison Office  
Auditor General, USAF  
Department of Air Force  
Wright-Patterson AFB,  
Dayton, Ohio

DCS/PERSONNEL

Director of Military Personnel

USAF Liaison Unit  
Demobilized Personnel Records Branch  
Records Administration Center  
4300 Goodfellow Blvd.  
St. Louis, Mo.

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HEADQUARTERS USAF FIELD OFFICES AND MAILING ADDRESSES (cont'd)

DCS/PERSONNEL (cont'd)

Director of Civilian Personnel

Civilian Personnel Research Sec. Director of Civilian Personnel, Hq. USAF Tempo U., 12th & Constitution Ave., N. W. Washington, D. C.	Overseas Employment Coordination Office Director of Civilian Personnel Wright-Patterson AFB, Dayton, Ohio
AF School for Civilian Personnel Administration Director of Civilian Personnel Kelly AFB, Texas	

Area Survey Offices

Eastern Area Office Director of Civilian Personnel Olmstead AFB, Middletown, Pa.	East Central Area Office Director of Civilian Personnel Brookley AFB, Ala.
West Central Area Office Director of Civilian Personnel Kelly AFB, Texas	Western Area Office Director of Civilian Personnel McClellan AFB, Calif.

DCS/MATERIAL

Director of Installations  
Field Representative Offices

USAF Field Representative Ohio River Division Corps of Engineers, Dept. of Army U.S. Post Office & Courthouse Cincinnati 1, Ohio	USAF Field Representative South Pacific Division Corps of Engineers, Dept. of Army P.O. Box 3339, Rincon Annex San Francisco 19, Calif.
USAF Field Representative Southwestern Division Corps of Engineers, Dept. of Army Rm. 409, 1114 Commerce St. Dallas 2, Texas	USAF Field Representative North Atlantic Division Corps of Engineers, Dept. of Army Rm. 1204, Federal Office Bldg. 90 Church St., New York 7, N. Y.
USAF Field Representative Missouri River Division Corps of Engineers, Dept. of Army Rm. 514, Farm Credit Bldg., 19th & Douglas Sts., Omaha, Neb.	USAF Field Representative South Atlantic Division Corps of Engineers, Dept. of Army Old Post Office Bldg. P.O. Box 1229, Atlanta 1, Ga.
USAF Field Representative Seattle District Engineer Corps of Engineers, Dept. of Army 4735 E. Marginal Way Seattle 4, Wash.	

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SECTION III

RECORDS OF HEADQUARTERS USAF RETIRED TO RECORDS DEPOSITORIES

FEDERAL RECORDS CENTER

Alexandria, Virginia

1. Central files of correspondence and miscellaneous records created by various elements of the Office of the Chief of Air Corps, Headquarters Army Air Forces, and Headquarters United States Air Force:

- a. Classified files created during 1936 - November 1948.
- b. Unclassified files created during 1939 - November 1948.

2. Records created by the various Offices of Record in Headquarters USAF during November 1948 - 1949.

NATIONAL ARCHIVES

Records of the Chief Signal Officer pertaining to aviation, the Division of Military Aeronautics, the Bureau of Aircraft Production, the Air Service, and the Air Corps, 1909-39; records of the Air Force Combat Command, 1935-42; patent records of the Office of the Air Judge Advocate, 1918-45; and photographs, aerial mapping films, and sound recordings, 1912-44.

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## SECTION IV - AIR FORCE PUBLICATIONS (Record Sets)

	<u>Office of Record</u>	
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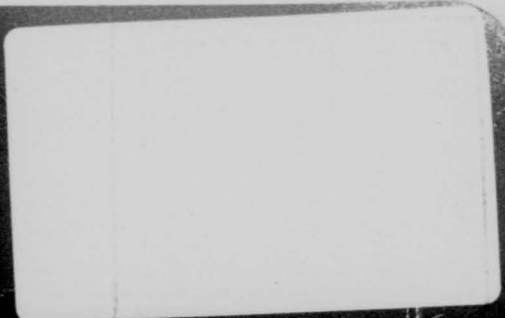
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9-1703-6



POSTAGE WILL BE PAID BY ADDRESSEE	NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES	100-100000-100000
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USAF Postal and Courier Service

THE KOREAN SITUATION  
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DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D. C. 20331



REPLY TO  
ATTN OF AFDASA

26 FEB 1968

SUBJECT Documentation of the Current Korea Situation (C) (Year Ltr. 1 Feb 68)

TO AFCHD

1. Following is a chronological listing of events from the USAF Postal and Courier Service (USAFPCS) for the period of 25 Jan 68 - 9 Feb 68:

a. 25 Jan 68. Initial notification received over local radio station that certain selective ANG/AF Reserve units were to be activated. Key personnel advised to be on telephone standby, pending further developments.

b. 26 Jan 68. Received message, CSAP/AFSAPDA, 26/0320Z Jan 68, listing ANG/Reserve units to be recalled to active duty. Our USAF Postal Finance and Supply Office, San Francisco, California, was alerted to provide for Contingency APOs to be deployed in support of actions in Western Pacific. Reviewed USAF OPLAN 1-68 (TS), later downgraded to (S). Situation briefing held for key personnel. Alerted our USAF Pacific Postal and Courier Region, Hickam AFB, Hawaii, to prepare for contingency in Western Pacific. (Msg CSAP/AFDASA 27/0033Z Jan 68) Commander, USAF Pacific Postal and Courier Region was notified by Hq PACAF of possibility of certain AF units being deployed to locations in Korea due to the Pueblo Incident. Commander, USAF Pacific Postal and Courier Region alerted the Japan, Philippines, Korean, and Vietnam Districts, of possible implementation of USAFPACPCS OPLAN 1-67 (Contingency APOs). (Msg AFDASAP-A 27/0039Z Jan 68)

c. 27 Jan 68. Key personnel reviewed current developments and discussed alternate actions. Commander, USAF Pacific Postal and Courier Region, attended CINCPACAF briefing on Korean Issue/Pueblo Incident. Placed USAFPACPCS OPLAN 1-67 in operation and activated APO San Francisco 96211, to support Korean Contingency. Advised Japan District that this APO would be located at Suwon, Korea. Twelve Postal personnel were to be deployed TDY to Kimpo AB, Korea, for further assignment within Korea.

d. 28 Jan 68. Commander, USAF Pacific Postal and Courier Region, dispatched message activating APO San Francisco 96211 at Suwon AB, Korea. (Msg AFDASAP-O 28/2333Z Jan 68) He advised USAMC's at Seattle and San Francisco to mass all mail for APO 96211 on Seoul AMT. Further advised USAF Postal Finance and Supply Office, San Francisco, California to prepare equipment and supplies to outfit three additional APOs, should they be required.

K-540-C-68/114

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d. 20 Jan 68. Japan District, USAF Pacific Postal and Courier Region, Tachikawa AB, Japan, assembled follow-on postal equipment and supplies consisting of 6000 lbs in weight, 400 cwt, at Yokota Aerial Mail Terminal for shipment to Korea.

e. 30 Jan 68. Alerted our US and European Postal and Courier Regions for assistance should augmentation of personnel be required in Korea. (Msg CCAF/AFDASA 31/2323 Jan 68). Obtained copy of USAF OPLAN 1-68 (R) for further review and necessary actions. APO 96211 officially opened for business at Suwon AB. Mail receipt and dispatch procedures established for APO 96211 and units deployed thereat.

f. 1 Feb 68. Called to USAF Command Post Battle Staff Plans Position. We were to assist the Team Chief prepare a reply to that portion of a message from CINCPAC regarding mailing addresses to be used by deployed units. USAF OPLAN 1-68 forbids the use of unit designations and APO numbers, therefore an alternate method had to be devised. We proposed a Box letter method in lieu of unit designations. This was acceptable. Due to the time element in preparing OPLAN 1-68, there wasn't sufficient time to contact the USARPAC regarding inputs for postal and courier support, therefore, to avoid further delay, we prepared our input for the Battle Staff Plans Position. This was to be published at a change at a later date. Also a message to all major commands and activities was prepared which would give the correct mailing address for units and personnel deployed. This message also alerted the Military Mail Terminals at Seattle, Washington and San Francisco, California so that mail received for units deployed to Korea could be promptly and correctly handled. This message was to be released only after coordination and release of reply to message from CINCPAC.

g. 2 Feb 68. Called to USAF Command Post Battle Staff Plans Position. We were informed that Battle Staff Personnel Position would not coordinate on the reply to CINCPAC due to the classification restriction which affected personnel actions, i.e., publication of orders, etc. The substitution of Box letters for unit designations in orders etc., was explained as being too restrictive and its impact on personnel actions would severely handicap their mission. A release of the classification restriction was suggested to the Team Chief and that all operations be carried out as they were in SEA - use of unit designations with APO numbers but control and avoid identity and public release of deployed units. The representative from SAPOI agreed that the restriction was too severe and that a release should be sought. He volunteered to approach the Director of the Office of Information to obtain a release. Results were negative.

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1. 3 Feb 68. Further contact with USAF Command Post Battle Staff Plans Position regarding release of reply to CINCPAC message and clarification of classification restriction produced negative results. Commander, Japan District, USAF Pacific Postal & Courier Region, Tachikawa AB, Japan, had established Contingency APO #314 as a backup APO should future developments require its activation and movement to Korea.

2. 4 Feb 68. Key personnel on standby telephone alert.

3. 5 Feb 68. Contact was made with AFXPBW regarding previous actions on mailing addresses and USAFPCS inputs to USAF OPLAN 1-68, on postal and courier support. It was explained that deployed units were, due to lack of guidance from USAF, dispatching and receiving mail using the unit designation in conjunction with the APO number. It was further pointed out that since this had compromised the intent of OPLAN 1-68, a more determined effort should be made to obtain a high-level clarification. This was accomplished by AFXPBW. The Director of Administrative Services (AFDAS) was briefed on all developments to date by a representative of the USAF Postal & Courier Service.

4. 6 Feb 68. Tentative approval was received from AFXPBW on the removal of the classification restriction imposed on use of unit designations and APO numbers. A formal approval could be expected on 7 Feb 68.

5. 7 Feb 68. Formal approval received from AFXPBW on use of unit designations in conjunction with APO numbers. USAFPCS inputs to message from CINCPAC and USAF OPLAN 1-68 were changed to reflect this change. USAFPCS message to major commands and activities was approved for release after coordination with AFDAS and AFXPBW. USAFPCS inputs to follow-on USAF OPLAN 3-68 (TS) and Program Exercise YOA, were submitted to AFMCDAB.

6. 8 Feb 68. Received Korean Status Report from Commander, USAF Pacific Postal & Courier Region, Hickam AFB, Hawaii.

7. Monitoring submissions from Major Commands regarding unit and personnel inputs to locations in Korea to insure adequate postal and courier support.

8. Deficiencies and major problem areas:

a. USAF Postal & Courier Service representation during the planning stages of USAF OPLAN 1-68, would have precluded actions of 25 Jan - 6 Feb 68.

b. Access to the USAF Command Post. It is essential that key personnel of the USAF Postal & Courier Service have access. A list of key personnel requiring access is being submitted TAW HOI 205-4.



ANDREW D'ANTONIO  
Colonel, USAF  
Chief, USAF Postal & Courier Service

Copy to: AFDAS

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A STUDY OF THE PRODUCTION LOSS ASSOCIATED  
WITH STRATEGIC BOMBING

Final Report of Phase I

Historical Analysis of European Air Attacks

The relationship between unadjusted production loss and bomb density  
for individual attacks against individual industrial installations.

Volume I

Prepared under the direction of

Carl F. Kossack

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Submitted under the terms of a contract with Purdue  
Research Foundation, AF 33(038)-10901

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#### INTRODUCTION

This report summarizes the results obtained in a first order (Phase I) approach to the problem of characterizing the relationship between an serial attack on an industrial installation and the resultant production loss. Analytical work has been extended in a manner similar to that previously reported by this organization in Volume IV, Part 2 of the Lehigh University Report on Bomb Damage Analysis, June 30, 1949. Since the publication of the Lehigh Report, effort has been expended in an attempt to obtain more and better data as well as to develop improved techniques of analysis. These efforts have been reported and discussed in project quarterly reports. Recently it became apparent that a point in development had been reached that warranted a complete Phase I summarization using the latest techniques of analysis for all industrial categories for which sufficient data were available to make analysis worthwhile. The summarization presented herein represents the results of this review and brings to a close the phase of the research being done under this contract during which the main emphasis has been placed on the analysis of historical bombing effectiveness data. Further extension of studies of technique and searches for additional data are planned in a Phase II program in order to bring forth improvements in analytic results using historical bomb damage data. Table 3 (page 22 Volume I) is presented to display the scope of Phase I analysis as a part of the coverage by the United States Strategic Bombing Survey of the history of German controlled industrial installations.

A portion of this report is devoted to a description of the technique used in analyzing the historical data associated with bombing effectiveness. A section discussing possible improvements and modifications is also included.

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In applying the improved analytical techniques which have been developed by the project, references to T.M. and T.R. papers are at times necessary. These T.M. and T.R. papers are working papers and reports which have been written by staff members. Certain selected papers along with a list of the complete collection of papers are published in quarterly reports. Copies of any of these papers can be obtained by qualified persons. For reference table 1 listing papers pertinent to Phase I techniques, showing title, author and quarterly report in which they were published, is given on page 4, Volume I of this report.

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Table 1: WORKING PAPERS AND REPORTS CONCERNED  
WITH THE PHASE I ANALYSIS TECHNIQUE

Document Number	Title and Author	Quarterly Report in Which Published
TM 3	Procedure for Plotting a Recuperation Line (R. P. Castanias)	4th Quarterly
TM 9	The Production Index in the Ordnance Industry (J. A. Navarro)	5th Quarterly
TM 15	Special Problems Encountered in Production Loss vs. Density Studies in the Power Industry (J. A. Tischendorf)	Unpublished
TM 16	Productive Index for Crude Oil Refinery Products (J. A. Tischendorf)	Unpublished
TM 25	Productive Index for German Synthetic Oil and Chemical Plants (Alice Pruss and Dr. J. E. Myers)	7th Quarterly
TM 27	A Method for Adapting Bomb Effectiveness Information on Electric Power Generating Installations into the Phase I Analysis System (J. A. Tischendorf)	Unpublished
TM 29	Establishment of Recuperation Lines (R. H. Gillespie and J. A. Tischendorf)	8th Quarterly
-----		
TR 19	A Measure of Production for Submarine Construction (S. K. Suddarth)	4th Quarterly
TR 21	A Study of the Reliability of German Estimates of Recuperability in the Oil and Chemical Industries (J. A. Pierce)	5th Quarterly
TR 44	Consolidation Summary for the Coking Industry (S. K. Suddarth)	5th Quarterly
TR 53	Some Elementary Properties of the Gompertz Curve (I. Miller)	6th Quarterly
TR 58	Properties of a Generalized Gompertz Curve (I. Miller)	6th Quarterly
TR 59	On a Least Squares Method of Fitting a Gompertz Curve and a Method of Obtaining a Standard Error of the Function (D. C. McCune)	7th Quarterly
TR 60	Computation Methods for Least Squares Fitting of the Gompertz Equation and Standard Error (D. C. McCune)	7th Quarterly

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Table 2: DEFINITION OF QUANTITIES AND NOTATION USED IN THIS REPORT

- a = number of days from date of attack to beginning of recuperation
- $b_1$  = number of days from date of attack to full recovery of production (either actual or estimated), usually estimated
- $b_2$  = number of days from date of estimated full recovery from preceding attack to date of estimated full recovery of current attack.  $b_2$  is defined only if recuperations overlap; otherwise  $b_2 = b_1$ .
- c = fraction of production affected on date of attack
- $c_1$  = fraction of production affected in previous attack on date of previous attack
- d = number of days from resumption of production from preceding attack to date of current attack
- e = number of days from date of first attack to date of current attack
- $P_a$  = actual production in days from first attack to date of current attack obtained from the production figures
- $L_1$  = maximum production loss in days for individual attack
- $L_2$  = minimum production loss in days for individual attack (if attacks do not overlap  $L_1 = L_2$ )
- $L_c$  = cumulative production loss in days
- $L_{ca}$  = actual cumulative production loss in days (some positive statement found in the data)
- Rel = Reliability = ratio of actual production reached to estimated recuperation value at end of the recuperation period. If recuperation is interrupted by a new attack, Rel = the ratio of actual recuperation at date of new attack to estimated recuperation at the same date.

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#### THE ANALYTICAL TECHNIQUE

The method of characterizing relationships between production loss and density, as presented in this report, represents the latest stage of development. This method attempts to evaluate, using the history of production of individual industrial installations, the production loss associated with an air attack. It employs as the independent variable the density (tons per million square feet) of bombs on the given target. Various measures of production loss and recuperation are considered as dependent variables whose observed values are obtained by detailed study of production levels obtained by detailed study of production levels attained in successive time periods following attack. Examination of post-attack productive history reveals that production tended to "recuperate" to the pre-attack potential (capability) of the plant. In this system of analysis recuperation is characterized by a fitted straight line. A production-time diagram for each industrial installation is used to estimate the various production loss and recuperation parameters. These parameters are expressed in days, or percentages; thus, it is possible to consider the analytical results from all plants within the same industry as a single set of data. This industry-wide consolidation can then be used for each industrial category in seeking functional relationships between production parameters (i.e. days of no recuperation, production loss in days, and days to full recuperation) and density of attack.

The method is composed of six steps:

- (1) Collection of Data (Including Air Attack Information) for Each Installation.
- (2) Graphing a Time Series of the Production of Each Installation.
- (3) Establishment of a Production Potential for Each Installation.
- (4) Establishment of Attack Recuperation Lines.

- (5) Computation of Recuperation Constants
- (6) Determination of Gompertz Curve Relationships Between the Three Production Loss Parameters and the Density of Attack

For purposes of clarity the following detailed development of the six method steps is accompanied by an illustrative example.

(1) COLLECTION OF DATA FOR EACH INSTALLATION

Assume the existence of the Adolph Hitler Coke Plant located in the Ruhr valley. It is a medium sized installation with an output of approximately 50,000 tons of coke per month. This plant covers an area of 1.5 million square feet of which 25% is built up. Production data is given monthly for coke, coke gas, benzene, tar, and ammonium sulphate. Since there is more than one principle product, a productive index is appropriate.\* After formulation and application of the index the following values of relative production (Table I) are obtained.

Table I: TOTAL PRODUCTION FOR THE ADOLPH HITLER COKING PLANT IN INDEX UNITS

Month	1944	1945	Month	1943	1944
January	110	78	July	95	46
February	18	68	August	100	38
March	45	56	September	102	59
April	89	-	October	103	12
May	104	-	November	99	55
June	100	-	December	101	76

Furthermore, it is assumed that this coke plant was subject to the following attacks, with on-target tonnages as given in table II.

\* A coke industry index is developed and discussed in T.R. 44.

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Table II: ATTACK HISTORY OF ADOLPH HITLER COKING PLANT

Attack No.	Attack Date	HE	IB
1	7 Feb., 1944	3.75	.5
2	10 July, 1944	5.33	.3
3	5 Oct., 1944	6.00	-
4	15 Feb., 1945	8.92	.1
5	20 March, 1945	2.10	-

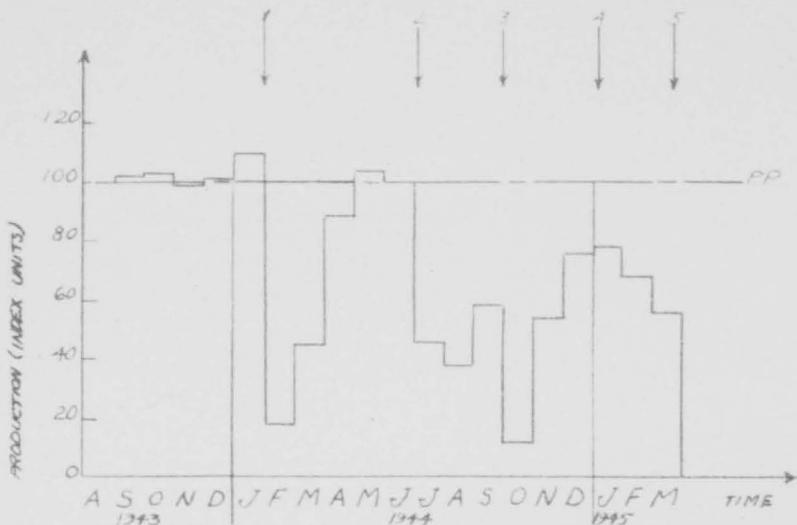
After the 1st. attack the plant was out of operation for approximately three weeks; after the 3rd. attack there was no production for approximately thirteen days. High explosive bombs (HE) and incendiary bombs (IB) did considerable damage on the second attack, but this damage was not sufficient to completely halt production.

With the above data a complete analysis is possible.

(2) GRAPHING A TIME SERIES OF THE PRODUCTION OF THE INSTALLATION

This is shown in Figure I.

Figure I: PRODUCTION OF ADOLPH HITLER COKE PLANT



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## (3) ESTABLISHMENT OF A PRODUCTION POTENTIAL

After constructing the above histogram a "production potential", P.P. in figure I, is established. This potential is supposed to represent the average maximum ability of the uncollected plant to produce on a sustained basis. This ability is estimated using production figures plus whatever other data might be available.

## (4) ESTABLISHMENT OF ATTACK RECUPERATION LINES\*

Recuperation is considered to be the recovery of an industrial installation from a bombing attack. Specifically it is the plant's regaining of its productive capacity, along with its use of this capacity to produce at its production potential. By this definition recuperation is considered complete when the production potential is again attained.

The actual recuperation of an individual installation is assumed to be some increasing function of time. This function has its origin at the time recuperation begins, and will terminate at the time when the plant reaches its production potential. In the Phase I work recuperation has been assumed to be linear. This assumption necessarily will involve some error, but can be made to fulfill most of the present requirements since:

1. The recuperation line originates at the beginning of the recovery period.
2. It is a non-decreasing function of time.
3. Recuperation is considered to terminate at the point where the recuperation line intersects the production potential.

However, before further discussion of recuperations the histogram

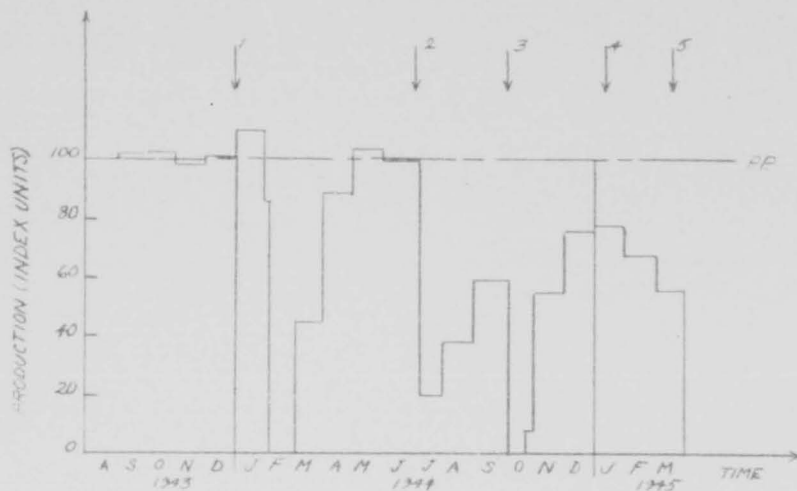
\* This method is discussed in detail in T.M. 29.



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of Figure I must be converted to the adjusted histogram of Figure II.

Figure II: ADJUSTED PRODUCTION HISTOGRAM



The reason Figure I cannot be used directly is apparent if one considers that for the months of attack the production was not at the same low level during the entire month, but at approximately pre-attack level, then dropped (often to zero) after the attack. This transformation is accomplished in the following manner.

The only change in the actual production histogram occurs during the months in which the attacks occur. To convert from Figure I to Figure II, first consider the fraction of the month from the 1st. of the month to the date of attack; call this fraction  $f_m$ . Multiply this fraction by the previous pre-attack month's production. This value,  $(f_m) \times (\text{production of month previous to attack}) = P_f$ , when compared with

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the total production for the attack month (say  $P_m$ ) has three possibilities:

- a)  $P_f < P_m$ . This indicates that the plant was not closed down for the post-attack period of the attack month; thus, estimate from physical damage (or if possible obtain a statement made by German plant officials) a close-down time, and adjust the remainder ( $P_m - P_f$ ) of the production to the period (within the attack month) after the close-down (see attack 3 above). If no close-down, adjust  $P_m - P_f$  to post-attack period of the attack month (attack 2).
- b)  $P_f = P_m$ . In this case the previous month's production can be assumed for the pre-attack period of the attack month and the plant assumed to be closed for the remainder of the post-attack period of the attack month.
- c)  $P_f > P_m$ . This indicates that the plant was not operating at the previous month's level, but at a somewhat lower value; thus, adjust the production level so that  $P_m = P_f'$ , where  $f'$  is any level where the above equality holds (see attack 1 above).

NOTE: In all cases of the above if the data yields an estimate of production, or close-down time is available, such an estimate is given priority over the above method.

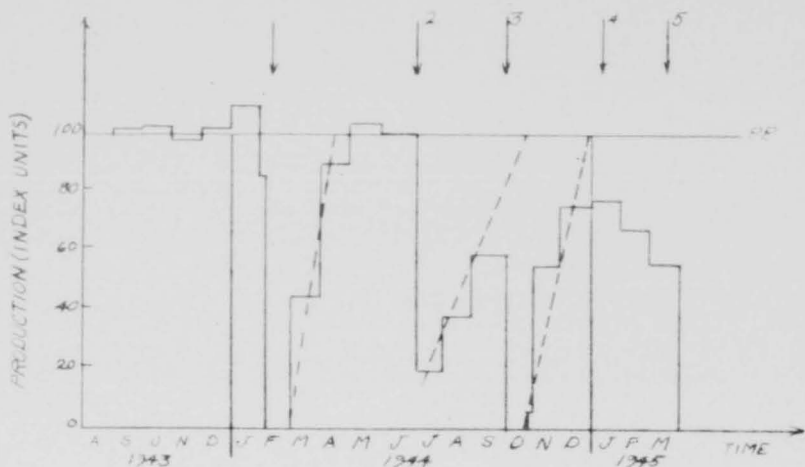
The actual establishment of lines representing recuperation (dotted lines in Figure III) follow the methods outlined in T.M. 29. These methods have been developed for the following six inclusive cases, the complete discussion of which can be found in this reference.

- a. Plant closed down for a known length of time.
- b. Plant closed down for an unknown length of time.
- c. Plant not closed down, recuperation beginning immediately after attack, and level at which it begins is known.

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- d. Plant not closed down, recuperation beginning immediately, but level at which it begins is unknown.
- e. Plant not closed down, but point of beginning recuperation not on day of attack.
- f. Overlap of attack effect.

Figure III: ADJUSTED HISTOGRAM SHOWING RECUPERATION LINES



(5) COMPUTATION OF RECUPERATION CONSTANTS

Of the information obtainable from the analysis as described above the following three attributes were considered to best represent the relationship between production loss and density.

$a$  = number of days of no recuperation

$\bar{b} = \frac{b_1 + b_2}{2}$  = number of days to full recuperation

$\overline{PL} = \frac{L_1 + L_2}{2}$  = production loss (in days)

To better extract these values from the data it is possible to define

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$L_1, L_2, L_c$  in terms of  $a, b_1$  and  $b_2$  through the following relationships:

When  $c = 1$ ,

$$L_1 = \frac{1}{2}(a + b_1)$$

$$L_2 = \frac{1}{2}(a + b_2 + d - \frac{d^2}{b_1 - b_2 + d})$$

$$\text{or } L_2 = \frac{1}{2}(a + b_1 - \frac{(b_1 - b_2)^2}{b_1 - b_2 + d})$$

$$L_c = \frac{1}{2}(a + b_1 + 2e) - Pa = \frac{1}{2}(a + b_1) + e - Pa$$

when  $c \neq 1$ ,

$$L_1 = \frac{1}{2}c(a + b_1)$$

$$L_2 = \frac{1}{2}c(a + b_1) - \frac{1}{2}c_p \frac{(b_1 - b_2)^2}{b_1 - b_2 + d}$$

$$L_c = \frac{1}{2}c(a + b_1) + e - Pa$$

from Figure II, table III is extracted:

Table III: DATES FOR RECUPERATION CONSTANTS

Attack No. and Date	Production Resumed	Full Recuperation
(1) 7 Feb., 1944	1 March, 1944	20 April, 1944
(2) 10 July, 1944	10 July, 1944	27 Oct., 1944
(3) 5 Oct., 1944	18 Oct., 1944	1 Jan., 1945

A summary of attack analysis of the form of Table IV appears in the latter portion of this volume.

Table IV: SUMMARY OF ATTACK ANALYSIS

PLANT	ATTACK NO.	DENSITY			RECUPERATION ESTIMATES						PRODUCTION LOSS				REL	PROD. $P_A$
		HE	IB	HE&IB	a	$b_1$	$b_2$	e	d	e	$L_1$	$L_2$	$L_A$	$L_C$		
Adolph Hitler Coke Plant	1	2.50	0.33	2.83	22	73	73	1.00	-	-	47.50	47.50	-	47.50	0.89	-
	2	3.55	0.20	3.75	0	109	109	0.90	132	154	49.05	49.05	-	91.96	0.73	111.09
	3	4.00	-	4.00	13	87	65	1.00	87	241	50.00	47.78	-	143.85	0.76	147.15

The preceding table is obtained directly from the definitions previously given; however, the following remarks are presented for additional clarity.

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- (a) Density is given in tons per million square feet.  
 (b) Since attacks 2 and 3 "overlap", for attack 3.  
 $b_2 = (1 \text{ Jan.}, 1945 - 27 \text{ Oct.}, 1944) = 65 \text{ days.}$   
 (c) Attack 2 did not cause complete cessation of productive activity within the plant, and the recuperation was interrupted by the "overlapping" attack 3; thus:

$$\text{rel} = \frac{\text{actual production at time of attack 2}}{\text{recuperation estimate at time of attack 3}} = \frac{59}{81} = .73$$

and  $c =$  fraction of production affected

$$= \frac{\text{PP} - \text{productive level immediately after attack 2}}{\text{Production Potential}}$$

$$= \frac{100 - 10}{100} = .90$$

It should be noted that the productive level immediately after attack is the value obtained from the lowest ordinate of the recuperation line and not from the average level of production for the post-attack period of the month.

- (d)  $P_A =$  actual production in days from date of first attack to date of present attack. i.e.

$$P_A = \frac{\text{Date of present attack} - \text{Date of 1st. attack}}{\text{p}^*\text{p}^*} \sum P_i$$

where  $P_i$  is daily production,  $P^*P^*$  daily production potential. Monthly data can be fitted into the above by considering  $P_i$  to be in months, and

$$\text{p}^*\text{p}^* = \frac{\text{Monthly production potential}}{30}$$

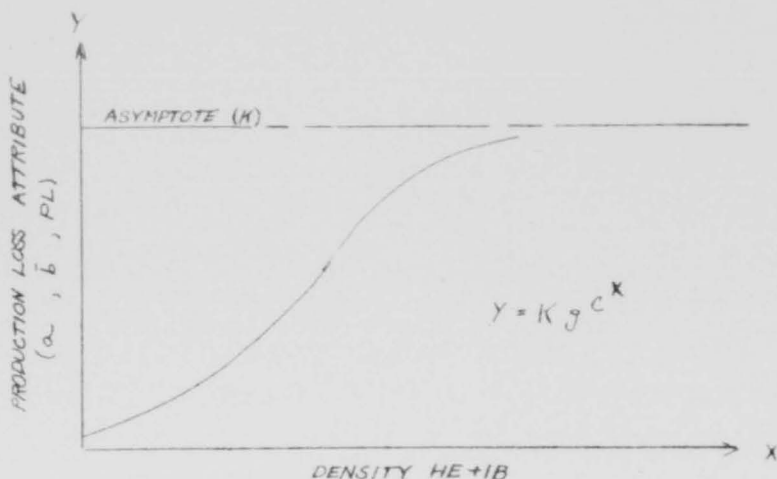
Upon completion of the analysis in all plants within a given category it is possible to proceed to step 6.

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(6) DETERMINATION OF COMPERTZ CURVE RELATIONSHIPS FOR THE THREE  
PRODUCTION LOSS PARAMETERS

Plots of  $a$ ,  $\bar{b}$ , and PL vs. density are made, and upon completion of these plots a Comperitz Curve,  $y = Kg^{c^x}$ , Figure IV is fitted. This fitting incorporates a predetermined asymptote  $K$  and a least squares fit for  $g$  and  $c$  as described in T.R. 59. This curve was chosen to describe the expected value of the production loss parameters for a given density, since it possesses properties that are desirable at the present level of development.

Figure IV: RELATIONSHIP BETWEEN PRODUCTION LOSS ATTRIBUTE  
( $a$ ,  $\bar{b}$ , OR PL) AND DENSITY



Of the parameters  $K$ ,  $g$ , and  $c$ , only  $K$  alone can be easily interpreted.  $K$  is the maximum value of the production loss attribute obtainable by bombing attack, i.e. complete destruction of the plant. In this application, the function  $y = Kg^{c^x}$  is defined only for  $x$ (density) greater than zero. Figure IV represents the completion of Phase I treatment of the collection of production loss-density relationships.

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Improvement and refinement of the results first published in the Lehigh Report was made possible by the following developments:

- (1) Addition to the supply of basic usable data.
- (2) Classifying plants, when advisable and possible into finer groups than were originally established.
- (3) Constant attention to needs for uniformity of application of technique in problems that do not have systematic solutions and hence depend to a great extent on opinion and personal views.
- (4) Application of better means of characterizing production in the forms of indices of various types.
- (5) Examination of the effect of incendiary bombs on an industry as a whole to determine whether or not their exclusion from density figures is appropriate.
- (6) Studies of the curve most appropriate to describe the production loss-density relationship followed by decision to retain the Gompertz with improvements of its application, such as better fitting to data, development of confidence limits, and independent assessment of the parameter K (asymptote).

Items (3), (4), and (6) require further enlargement to clarify their exact contributions to improvement in technique. This enlargement follows:

(3) UNIFORMITY OF ANALYSIS

Portions of the analytical job involve opinion to some extent. The staff attempted to study the problem with the object of more uniform analyses in mind and met with what seems to be some measure of success. Cases where opinion or judgement were involved were brought to the attention of all members of the analysis group and discussed until a common

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solution was attained. In this manner a trained staff was developed which could produce uniform results in a given situation. For instance, tests have shown that an analyst can set a production potential for a given plant within 5% of the level decided upon by the other members of the analysis group without a priori knowledge of the latter level. It is felt that the variation encountered in the final results, while it is large, does not contain excessive proportions of personal bias.

(4) PRODUCTION INDICES

Production can be defined as an alteration of an input into something different in nature. At the end of the productive process the altered input may have had any combination of a multitude of types of operations performed on it. For example one might consider the productive process of altering iron ore, coke, limestone, heat power, etc. into an engine casting ready for installation, or one might consider only the productive process of engine casting inspection. In each case the input has had work performed on it, the accomplishment of which is assigned the term "production". It is desirable to view groups of industrial installations with this definition in mind, since comparison or grouping of effects on production of the various installations must take into account differences in the amount of input alteration that each installation might perform. It is desirable to view the productive history of the individual installation with this production definition in mind, since a true picture of production accomplished by the plant should not be clouded by shifts to other products, process changes, lack of finished products completed in a given time period, shift to semi-finished inputs, etc.

For the above reasons productive indices were derived at the Phase I level for industries in which the use of a single conventional product



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might prove deceptive in indicating production losses associated with attack. Development and discussion of each of these indices can be found in the following working papers and reports: T.M. 9, T.M. 15, T.M. 16, T.M. 25, T.M. 27, T.R. 19, T.R. 44.

(6) THE PRODUCTION LOSS-DENSITY CURVE

It is felt that growth functions in general possess the characteristics desired in describing production loss-density relationships. Of these functions the Gompertz curve possessing a limit, having a region of diminishing return, and being asymmetric, has been chosen as the most suitable of the various growth functions available. Some attempts have been made to generalize this function, but the improvements achieved do not warrant the adoption of a new function. These latter attempts are discussed in T.R. 58 (Properties of a Generalized Gompertz Curve).

Improvements in the application of the Gompertz to the problem have been developed and used. These fall into three groups and are named and discussed below.

a. IMPROVED LEAST SQUARES FIT

Previously fitted Gompertz curves tended, in some cases, to pass above or below a majority of the data points. This undesirable behavior was due, in part, to necessary logarithmic transformations. Therefore, an improved least squares fitting technique was developed in which logarithmic transformations no longer exert undesirable influences. This method involves an increase in computational work which is, however, a minor matter in view of the improved result. T.R. 59 and T.R. 60 contain a full discussion of the development of method and directions for application.

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b. CONFIDENCE LIMITS

The improved least squares development also yielded a means of arriving at confidence limits which may be associated with each Gompertz curve. Since each set of analysis points for a given attribute and industry is considered as a sample from a population consisting of all other plants of the industry type and all possible levels of the attribute, some device for estimating likely population values by considering the sample is desirable. In other words, once the Gompertz function is chosen as representative, the Gompertz curve fitted to the sample data attempts to describe the Gompertz curve that would be obtained if the entire population were considered in the fitting process. The confidence limits that have been derived indicate the range within which there is a given percentage probability or likelihood of finding the population Gompertz curve. For instance, the 90 percent confidence limits enclose a band which would contain, with 90 percent probability, the population curve if it were possible to fit such a curve using the entire population. Development of confidence limits is discussed in T.R. 59 and T.R. 60 along with the above mentioned least squares technique.

c. INDEPENDENT ESTIMATION OF THE ASYMPTOTE, K

The limit of production loss for a particular installation is assumed to occur when the plant is completely destroyed. Since the data available from historical records is not extensive enough to discover this limit by an analysis of the data, estimates of these limits have been obtained independently. As a result the data are called upon to produce only estimates of  $g$  and  $c$  for the

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Gompertz equation  $y = Kg^{Cx}$ , where  $y$  is a production attribute and  $x$  is attack density. Men experienced in various industries have been called upon to provide rough estimates of construction time and time necessary to bring plants to full operating level in each industrial category. It was necessary to set up a frame of reference for this estimating job which assumed that extraordinary man and materials problems did not exist. In some cases the estimators were familiar with German conditions and plants and could therefore provide estimates of construction time of specific plants. In other cases U.S. predictions for similarly constructed plants had to be used. In all cases it was stated by estimators that surrounding economic conditions would probably exert a major influence on construction time. It was found, in most cases, that only single estimates could be attempted at this time, which means that most often a blanket estimate was used for all installations in an industry. It was possible, however, to estimate  $K$  separately for each plant in the crude oil analysis. This industry was adaptable to this modification, since it is felt that the size of plant is directly associated with the construction time and since estimates for various sizes of installation were available at this time. It is hoped that modifications of a similar nature can be superimposed on analytical work in other industrial categories.

The following topics are recognized as areas in which further development of technique is needed.

- (1) Late in the war (July, 1944-on) production was on a general decline throughout the German economy. Thus, some of the analytical results obtained during this period do not give an exact characterization of individual attack effect. Some of

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the measured production loss can be attributed to factors independent of the individual plant and attack.

- (2) In some cases there was strong evidence that recuperation did not follow a linear trend, but was rapid at first with a later "taper off" as the time from attack increased.
- (3) The effect of cumulative attack was apparent in some cases; however, a complete systematic treatment of cumulative effects has not yet been developed.

These and other problems are being considered for a Phase II program, and an attempt will be made to remove, partially at least, their effect upon recuperation.

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Table 3: GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST  
SHOWING SCOPE OF COVERAGE AND DATA REFERENCES

This table contains a collection of names of German controlled plants that has been built up in the course of the work. The extent of coverage is indicated by Column (1) which shows the number of attacks assigned.

The U.S. Strategic Bombing Survey was the basic source of information; Column (2) indicates U.S.S.B.S. published reports associated with each plant. Column (3) indicated by a mark (x) whether additional information from other sources is available. The variety of sources prohibits the listing of each; hence, Column (3) serves only to indicate the existence of one or more additional sources.

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TABLE 3: GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST

SHOWING SCOPE OF COVERAGE AND DATA REFERENCES

Plant, Location	No. of Attacks Analyzed	REFERENCE ETO #	ADDITIONAL INFORMATION
Ia - Airframes		4	
Flugzeugwerke AG - Oscherleben	0	4; 5	-
Junkers A/C	0	6	
Bernburg and Lancensalza Division	0	6	x
Strasbourg Division	0	-	x
Dessau	0	6	x
Aschensleben Division	0	6	x
Dessau Aircraft Division	0	6	x
Halberstadt Division	0	6	x
Leopoldshall Division	0	6	x
Schonebeck Division	0	6	-
Leipzig-Mockau Division	0	6	x
Breslau Division	0	6	-
G. Basser - Zwickau	0	-	x
Erla Maschinenwerke GmbH - Delitzsch Plant	0	7	-
Erla Maschinenwerke GmbH - Heiterblick Plant	0	7; 166	x
Erla Maschinenwerke GmbH - Mockau Plant	0	7	x
Erla Maschinenwerke GmbH - Leipzig	0	168	x
Erla Maschinenwerke GmbH - Mockau	0	7	x
Gothaer Waggonfabrik AG - Gotha	0	9	x
Focke-Wulf - Bremen	0	10	x
Focke-Wulf - Marienburg - E. Prussia	0	10	x
Focke-Wulf - Brandenburg	0	10	x
Focke-Wulf - Sornau Plant	0	10	x
Focke-Wulf Psen - Kreisling, Poland	0	10	-
Messerschmitt AG - Augsburg	0	11; 11A; 11B; 11 app.	x
Dornier Works - Friedrichshafen and Munich	0	12	x
Gerhard Fiesler Werke GmbH - Kassel	0	13	x
Wiener Neustadter - Gyor, Hungary	0	14	-
Wiener Neustadter Flugzeugwerke - Wiener Neustadter, Austria	0	14	x
Ib - Aero-Engines		4	
Bussing NAG Flugmotorenwerke GmbH - Brunsvick	3	15; 89	x
Mittel-Deutsche Motorenwerke GmbH - Taucha	1	16; 170	x
Bayerische Motorenwerke - Eisenach	1	17; 17-4	x

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TABLE 3. GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST

SHOWING SCOPE OF COVERAGE AND DATA REFERENCES  
(continued)

Plant, Location	No. of Attacks Analyzed	REFERENCE ETO #	Additional Information
Ib - Aero Engines (continued)			
Bayerische Motorenwerke - Allach	2	18	x
Henschel Flugmotorenwerke - Kassel	2	19	x
Junker - A/C		6	
Dessau	0	6	x
Konigenhof Division	0	6	-
Kassel Division	0	6	x
Dessau - Head Office	0	6	x
Kothen Division	0	6	x
Leipzig Division	0	6	x
Magdeburg Division	0	6	x
Markisburg Division	0	6	-
Otto Mader Wks. - Dessau	0	6	x
Zittau Division	0	6	-
Prague Division	0	6	-
Messerschmitt AG - Augsburg	0	11; 11A; 11B; 11 app.	x
Bayerische Motorenwerke - Durrerhof	0	17; 169	x
Bayerische Motorenwerke - Oberweisenfeld	0	18	x
IIa,b - Aluminum and Magnesium			
Gebrüder Glöckel GmbH - Ludwigshafen	2	24	-
Luftschiffbau Zeppelin GmbH - Friedrichshafen	4	25	x
Metallgesellschaft GmbH - Leipzig	1	22	x
Vereinigte Deutsche Metallwerke - Frankfurt	1	20	x
IIa - Aluminum			
Vereinigte Deutsche Metallwerke - Hildesheim	0	21	-
Aluminumwerke GmbH - Bitterfeld	0	23	x
Wieland Werke AG - Ulm	0	26	x
Rudolph Reutenbach Leichtmetallgiesserei - Salingen	0	27	x
Lippwerke Vereinigte Aluminumwerke AG - Lünen	0	20; 28	x
Duerener Metallwerke AG - Wittenau	0	30	x
Vereinigte Deutsche Metallwerke - Hildesheim	0	21	-

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TABLE 3: GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST  
SHOWING SCOPE OF COVERAGE AND DATA REFERENCES

Plant, Location	No. of Attacks Analyzed	REFERENCE ETO #	Additional Information
IIa - Aluminum (continued)			
Metallgesellschaft GmbH - Leipzig	0	22	x
Luftschiffbau Zeppelin GmbH - Friedrichshafen	0	25	x
Vereinigte Deutsche Metallwerke - Frankfurt	0	20	x
IIIa - Electrical			
Gottfried Hagen - Kassel - Kalk	0	48, 129	x
Brown Boveri et Cie - Mannheim	0	48, 49, 176	x
IIIb - Optical and Precision			
None	0	50	-
IIIc - Abrasives			
Mayer and Schmidt - Offenbach-am-Main	0	51, 52	x
IIId - Anti-Friction			
None	0	53	-
IIIe - Machine Tools			
Naxos Union - Daves Plant	0	54, 55, 58	x
Naxos Union - Farnsbach Plant	0	58	x
Naxos Union - Frankfurt Plant	0	58	x
Hermann Kolb Co. - Cologne	0	58	x
Collet and Engelhard - Offenbach-am-Main	0	57	x
IVa - Heavy Industry (Coking Plants)			
Friedrich Thyssen - Harbom	1	66, 67, 68	x
Dortmund Hoerster Huettenverein AG - Dortmund	2	67, 74	x
Nordstern - Gelsenkirchen	3	67, 67B	x
Hansa Coking Plant - Dortmund	0	67D	x
Kokerei Mont Cenis - Bochum	1	-	x
Kokerei Lothringen IV - Bochum	1	-	x
Kokerei 10 - Essen	1	-	x
Kokerei Hamlet - Bochum	1	-	x
Kokerei Hannover - Bochum	3	-	x
Kokerei Wolfstank - Essen	1	-	x
Kokerei SMizer Hoesack - Essen	3	-	x
Kokerei 6/7 - Bochum	1	-	x
Kokerei 2 - Bochum	1	-	x

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TABLE 3: GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST  
SHOWING SCOPE OF COVERAGE AND DATA REFERENCES

Plant, Location	No. of Attacks Analyzed	REFERENCE ETO #	REFERENCE Additional Information
IVa - Heavy Industry (continued)			
Kokerei Friedrich Wilhelms - Hütte-Mülheim	0	-	-
Zentralkokerei Westende - Hamborn	0	-	x
Helene und Berta	0	-	x
Kokerei Alma - Gelsenkirchener	0	-	x
(Iron and Steel Plants)			
Neunkircher Eisenwerk AG - Neunkirchen	1	70; 189	x
Friedrich-Alfred Huette - Rheinhausen	4	69	x
Dortmund Horde Huttenverein A.G. Dortmund Plant - Dortmund	2	74	x
Dortmund Hoerder Huetteverein A.G. - Horde Plant - Dortmund	3	74	x
Reichswerke Hermann Goering A.G. - Hallendorf	1	71	x
Bochumer Verein Fuer Gusstahlfabrikation A.G. - Bochum	5	76	x
Eisen und Huttenwerke - Bochum	4	-	x
Rheinmetall-Borsig A.G. - Dusseldorf	5	-	x
Gulehoffnungshutte - Oberhausen	0	68	-
August Thyssen Huette A.G. - Hamborn	0	72	x
Friedrich Krupp A.G. - Essen	0	73	x
Hoesch A.G. - Dortmund	0	75	x
Friedrich-Alfred Huette Plant - Rheinhausen	0	69	x
IVb - Motor Vehicles and Tanks			
Auto Union A.G. - Siegmars Plant	1	77; 78	
Henschel and Sohn - Kassel	2	84	x
		85; 104;	x
		161; 203	
Maschinenfabrik Augsburg-Nurnberg - Nurnberg	2	78; 83	x
Muehlenbau Industrie A.G. - Brunswick	4	78; 90	x
Adam Opel - Russelsheim	2	60; 81;	x
		177	
Renault Motor Vehicles Plant - Billancourt, Paris, France	3	80	x
Volkswagenwerke - Fallersleben	1	60; 88;	x
		180	
Auto Union A.G. - Audi Plant	0	-	x
Auto Union A.G. - Horch Plant	0	-	-

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TABLE 3: GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST  
SHOWING SCOPE OF COVERAGE AND DATA REFERENCES

Plant, Location	No. of Attacks Analyzed	REFERENCES	
		ETO #	Additional Information
IVb - Motor Vehicles and Tanks (continued)			
Maybach Motor Works - Friedrichshafen	0	60; 86	x
Voigtlander Maschinenfabrik AG - Flauen	0	87	-
Bussing NAG - Brunswick	0	15; 89	x
Zahnrod-fabrik Friedrichshafen - Friedrichshafen	0	89a	x
Friedrich Krupp Grusonwerke - Magde- burg	0	91; 102	x
Daimler Benz AG - Unterturkheim	0	79; 178	x
IVc - Submarines		92	
Blohm and Voss Shipyard - Hamburg	1	94; 183	x
Friedrich Krupp Germania-Werft - Kiel	2	97	x
Deutsche Schiff and Machinebau AG - Bremen	2	96	x
Deutsch Werke AG - Kiel	2	95	x
Bremer Vulkan - Vegesack	1	100	x
Howaldtswerke AG - Hamburg	0	98; 182	x
Submarine Assembly Shelter - Farge	0	99; 179	-
IVd - Ordnance		101	
Hannoverische Maschinenbau AG - Hanover	3	107	x
Friedrich Krupp Grusonwerke AG - Magdeburg	4	91; 102	x
Maschinenfabrik Augsburg-Nurnberg AG - Augsburg	1	93	-
Henschel and Sohn - GmbH - Kassel	3	85; 104; 161; 203	x
Rheinmetall Werke - Dusseldorf	0	105	x
Gusstahlfabrick Friedrich Krupp - Essen	0	108	-
Bochumer Verein fur Gusstahlfabrik- ation AG - Bochum	0	76; 103	x
Va - Synthetic Oil and Chemicals		109; 110; 113; 114	
Ammoniakwerke Merseburg GmbH - Leuna	11	115; 115 app. 1; 115 app. 1 ext; 115 app. 2; 175	-

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TABLE 3: GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST  
SHOWING SCOPE OF COVERAGE AND DATA REFERENCES

Plant, Location	No. of Attacks Analyzed	REFERENCES ETO #	Additional Information
<b>Va - Synthetic Oil and Chemicals (continued)</b>			
I. G. Farbenindustrie AG - Oppau	14	117; 194-1; 194-2	x
Braunkohle Benzin AG - Zeitz	3	116	x
Ruhrroel Hydrogenation Plant - Bottrop-Boy	2	118-1; 118-2; 188	x
Meerbeck Rheinpreussen Synthetic Oil	0	125-1; 125-2; 185	x
Courrieres Kuhlman Plant - Haines, France	0	-	-
Schwarzheide - Brabag Works	0	-	-
Magdeburg - Brabag Works	0	-	-
Wintershall AG - Leutzkendorf	0	116	x
Braunkohle Benzin AG - Bohlen	0	116	x
Gewerkschaft Victor-Castrop - Rauxel	0	122-1; 122-2; 186	-
<b>Vb - Rubber Processing</b>			
I. G. Farbenindustrie AG - Ludwigs-hafen	10	117	x
Huels Synthetic Rubber Plant	3	127; 128; 129; 173	x
Continental Gummiwerke - Hannover	0	127; 129; 173	x
Deutsche Dunlop Gummi Co. - Hanau	0	126	x
I. G. Farbenindustrie - Leverkusen	0	196	x
<b>Vc - Crude Oil Refinery</b>			
<u>Greater Germany</u>			
Rhenania Ossag Mineraloelwerke AG, Harburg Refinery - Hamburg	2	119	x
Rhenania Ossag Mineraloelwerke AG, Grasbrook Refinery - Hamburg	3	120	x
Deurag-Nerag Refinery - Misburg	5	109; 192	x
Ebano Asphalt Werke - Hamburg	2	124	x
Rhenania Ossag Mineraloelwerke AG - Wilhelmsburg Refinery - Hamburg	0	121	x
Europaeische Tanklager und Transport AG - Hamburg	0	123	x
Norddeutsche Mineraloelwerke	0	110	x
Deutsche Vacuum Oel AG - Bremen	0	-	x
Vacuum Oil Co. - Vienna	0	110	x
Ost-Maerkische Mineraloelwerke - Vienna	0	110	x
<u>Floesti, Rumania</u>			
Xenia	1	-	x

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TABLE 3: GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST  
SHOWING SCOPE OF COVERAGE AND DATA REFERENCES

Plant, Location	No. of Attacks Analyzed	REFERENCE ETO #	Additional Information
Vc - Crude Oil Refinery			
<u>Ploesti, Rumania (continued)</u>			
Romano Americana	5	-	x
Concordia Vega	5	-	x
Standard Petrol Block	9	-	x
Astra Romana	5	-	x
Unirea Sperantza	1	-	-
Steaua Romana	0	-	x
Creditul Minier	0	-	x
Colombia	0	-	x
Prahova	0	-	x
Dacia Romana	0	-	x
Phoenix Orion	0	-	x
Vd - Propellants and Explosives			
Elektrochemischewerke - Munich	0	130	x
Schoenebeck Explosives Plant, Lig-nose Springstoffwerke - Bad Salzeman	0	131	x
Dynamit AG - Troisdorf	0	132	x
Dynamit AG - Clausthal	0	132	-
Dynamit AG - Drummel	0	132	x
Dynamit AG - Duneberg	0	132	x
Deutsche Sprengchemie GmbH - Kraiburg	0	133	-
VIa - Rail Marshalling Yards			
Main Marshalling Yard - Regensburg	4	200; 204	x
East Marshalling Yard - Regensburg	4	202	x
Main Marshalling Yard - Nurnberg	2	202	x
Marshalling Yard - Aschaffenburg	4	202	x
Main Marshalling Yard - Munich	4	200; 202	x
East Marshalling Yard - Munich	4	200; 202	x
Main Marshalling Yard - Rosenheim	3	200; 202	x
Marshalling Yard - Eger	0	202	x
Marshalling Yard - Wurzburg	0	202	x
Marshalling Yard - Schweinfurt	0	202	x
Marshalling Yard - Solbad Hall	0	202	x
Ludwigsfeld Marshalling Yard - Munich	0	202	x
Marshalling Yard - Innsbruck	0	202	x
Sana Marshalling Yard - Rosenheim	0	202	x
Marshalling Yard - Ingolstadt	0	202	x
Marshalling Yard - Muhlendorf	0	202	x

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TABLE 3: GERMAN CONTROLLED INDUSTRIAL INSTALLATION LIST  
 SHOWING SCOPE OF COVERAGE AND DATA REFERENCES

Plant, Location	No. of Attacks Analyzed	REFERENCE	
		ETO #	Additional Information
VIIa - Hydro-electric		205	
Greater Germany			
Koeppenwerk	0	207	x
Hausern	0	207	x
Witznau	0	207	x
Albbruck	0	207	x
Walchensee	0	207	-
Obervermunt	0	207	-
Vermunt	0	207	x
Rodund	0	207	x
VIIb - Thermal-electric		205	
Frimmersdorf	1	206	-
Fortuna	3	207	x
Karnap	2	207	x
Reisholz	1	207	x
Goldenberg	6	155	x
Thalheim	0	206	-
Zukunft	0	207	x
Mannheim	0	207	+
Bohlen	0	206	-
Espenhain-Molbis	0	206	x
Golpa - Zschornowitz	0	206	-
Bitterfield	0	206	-
Vereingte Ville	0	206	-
Berrenrath I	0	206	-
Berrenrath II	0	206	-
Essen Central	0	206	x
Hattingen	0	207	x
Italy		207	
Porto Marghera	0	207	-
Genoa	0	207	-

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SUMMARIES OF ATTACK ANALYSES

The results of each individual analysis are presented here in the tabular form of summarization shown in the introduction (Page 1). Attacks are arranged in order of occurrence by plants, and plants are grouped under industrial categories.

Each industrial group is followed by a collection of statements concerning salient features of the industry or analytical work performed on the industry. Such features are recuperation rates in general, dispersal programs, production losses in the industry in general, the use of a productive index to characterize production, etc.

## SUMMARY OF ATTACK ANALYSES

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## AERO-ENGINES - Ib

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS							PRODUCTION LOSS				REL.	PROD. $F_A$
		HE	IP	HE&IP	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>			
Bavarian Motorworks (Eisenach Plant)	2-3	12.77	-	12.77	0	121	121	0.96	53	53	58.08	58.08	-	59.56	1.00	51.5	
Bayerische Motoren- werke (Allach Plant)	1	1.32	-	1.32	0	45	45	0.83	-	-	18.68	18.68	-	18.68	0.79	-	
	2-3	1.42	-	1.42	12	43	34	0.90	36	36	24.75	23.80	-	42.61	1.00	18.1	
Bussing Nag Flug- motorenwerke	4	1.21	0.38	1.59	5	10	10	1.00	-	-	7.50	7.50	-	7.50	1.00	-	
	5	4.63	0.76	5.39	7	29	29	1.00	14	19	18.00	18.00	-	22.00	0.88	15.0	
	6	0.38	-	0.38	5	42	29	1.00	9	35	23.50	15.80	-	40.50	0.68	18.0	
Henschel Flugmotor- enwerke	1	3.34	-	3.34	0	125	125	0.96	-	-	60.00	60.00	-	60.00	1.00	-	
	2	5.50	-	5.50	0	54	54	0.87	171	171	23.50	23.50	-	78.27	1.00	116.2	
Mitteldeutsche Motorenwerke	3	4.71	-	4.71	0	80	80	0.93	8	40	37.20	37.20	-	39.72	0.90	37.5	

1. An index of production was devised to attempt to associate with each type of product a proportional representation of total productive effort. This index was applied to those plants in which a variety of products was produced.
2. Some production losses in this industry could be attributed to a dispersal program and to difficulties in change-over of engine models.
3. The dispersal program had been initiated and carried to varying degrees of completion within the different plants before the first significant attack upon the aero-engine industry.

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## SUMMARY OF ATTACK ANALYSES

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## LIGHT METALS INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Gebrueder Giulini	2	1.03	-	1.03	0	60	60	0.89	-	-	26.70	26.70	-	26.70	0.95	-
	3	1.69	1.05	2.74	16	67	67	1.00	-	-	41.50	41.50	-	41.50	0.76	-
Luftschiffbau-Zeppelin	1	9.80	-	9.80	10	95	95	1.00	-	-	52.50	52.50	-	52.50	0.82	-
	3-4	1.41	0.40	1.81	7	47	47	1.00	-	-	27.00	27.00	-	27.00	0.80	-
	5-6	6.54	-	6.54	9	44	36	1.00	32	39	26.50	24.30	-	26.22	0.80	39.3
	7	41.13	0.22	41.35	62	426	426	1.00	78	126	244.00	244.00	-	317.97	-	52.0
Metallgussgesellschaft	5	8.38	2.01	10.39	15	100	100	1.00	-	261	57.50	57.50	-	57.50	1.00	-
Vereinigte Deutsche Metallwerke	1	2.05	2.82	4.87	0	76	76	0.89	-	-	33.82	33.82	-	33.82	1.00	-

1. Because of the limited number of analysis points, light metal reduction plants and light metal processing plants were grouped into one category.
2. The plants of this industry depended primarily upon rail and motor transportation for the receipt of raw materials and for delivery of finished products. Accordingly, late in the war when German transportation was showing the effects of continuous attack, production losses, due only indirectly to attacks, occurred in these plants.
3. Recuperation was observed to be rapid in this industry. This high recovery rate can be partially explained by noting that in only one or two cases were vital components damaged and that most plants operated somewhat below capacity.



## SUMMARY OF ATTACK ANALYSIS

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## COKING INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. PA
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
<u>Part I</u>																
Friedrich Thyssen	9	4.83	0.72	5.55	17	113	113	1.00	-	-	65.00	65.00	-	65.00	0.47	-
Dortmund Hoerde Huttenverein	1	1.81	-	1.81	7	42	42	1.00	-	-	24.50	24.50	-	24.50	1.00	-
	2	1.79	9.14	10.93	7	65	65	1.00	183	190	36.00	36.00	-	64.00	1.00	162.0
Nordstern Plant	1	2.39	-	2.39	17	81	81	1.00	-	-	44.00	44.00	-	44.00	0.91	-
	6	13.45	-	13.45	29	103	168	1.00	146	163	66.00	14.00	-	151.00	0.50	78.0
	10	45.45	-	45.45	90	150	144	1.00	67	260	120.00	120.00	-	281.00	0.14	99.0
Kokerei Mont Genis	2-3	2.83	-	2.83	5	72	72	1.00	512	512	38.50	38.50	-	63.60	0.92	486.9
Kokerei Lothringen IV	1	0.52	0.26	0.78	0	60	60	0.51	-	-	15.30	15.30	-	15.30	0.77	-
Kokerei 10	4	1.32	-	1.32	0	75	75	0.27	511	935	9.94	9.94	-	51.08	0.88	893.9
<u>Part II</u>																
Kokerei Hannibal	3	8.80	1.83	10.63	0	73	73	0.73	82	96	36.50	36.50	-	41.00	1.00	91.5
Kokerei Hannover	3	1.25	4.86	6.11	0	111	111	0.32	82	96	17.65	17.65	-	17.65	0.86	-
	4	2.50	-	2.50	0	120	120	0.68	-	-	40.50	40.50	-	40.50	0.51	-
	6	10.18	0.04	10.22	4	226	161	1.00	25	55	115.00	100.11	-	144.78	0.29	25.2
Kokerei Wolfesbank	4	14.50	2.64	17.14	9	295	295	1.00	8	464	152.00	152.00	-	181.61	0.27	434.4

CONFIDENTIAL

## SUMMARY OF ATTACK ANALYSES

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## COCKING INDUSTRY

PLANT	ATTACK NO.	DENSITY			REGUPERATION CONSTANTS							PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>			
Kokerei Salzer Neusack	1	-	0.16	0.16	-	135	135	0.28	-	-	19.24	19.24	-	19.24	0.94	-	
	2	16.48	3.20	19.68	6	93	93	1.00	142	142	49.50	49.50	-	87.70	0.89	102.8	
	4	-	2.24	2.24	0	73	73	0.64	31	413	23.54	23.54	-	133.93	0.95	302.6	
Kokerei 6/7	13	1.23	5.80	7.03	43	75	75	1.00	39	586	59.00	59.00	-	74.80	0.73	570.2	
Kokerei 2	3	2.60	-	2.60	0	101	101	0.90	15	15	45.45	45.45	-	58.15	0.51	2.3	

1. Since total production figures were available in most cases for the variety of coking plant products, a productive index was applicable. Such an index was devised in an attempt to give each product a representation in the total production proportional to the productive effort involved in processing that product.
2. The plants were divided into two groups according to their estimated building time, i.e. asymptote values in fitting curves to production loss attribute density data. Group I consists of plants that, due to size, arrangement of facilities, or a combination of these, would require a relatively long time to reconstruct. Group II, then, is essentially made up of small plants and those medium-sized plants which are well-arranged with respect to facilities.
3. Coal limitations ordered by the government, lack of transportation, deletion of Sunday work, and damage to municipal water and electric supplies caused production losses within this industry.

## SUMMARY OF ATTACK ANALYSES

CONFIDENTIAL

## IRON AND STEEL INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSSES				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Neunkirchen Eisenwerk	3	0.31	-	0.31	0	16	16	0.19	-	53	1.52	1.52	-	5.52	1.00	49.0
Friedrich-Alfred Huette	1	0.03	-	0.03	2	10	10	1.00	-	-	6.00	6.00	-	6.00	0.95	-
	2	0.29	-	0.29	0	29	29	0.34	461	463	4.90	4.90	-	30.10	0.86	437.8
	3	0.10	-	0.10	10	36	36	1.00	146	609	23.00	23.00	-	72.70	0.60	559.3
	4	0.21	0.01	0.22	1	30	30	1.00	37	656	15.50	15.50	-	83.10	0.50	588.4
Dortmund Horder Huttenverein A.G. Dortmund Plant	8-9	1.81	0.07	1.88	15	84	84	1.00	404	950	49.50	49.50	-	104.80	0.95	894.7
	12	1.48	0.40	1.88	1	59	59	1.00	25	1450	30.00	30.00	-	179.20	0.61	1300.8
Dortmund Horder Huttenverein A.G. Horde Plant	3	0.23	0.03	0.26	10	25	25	1.00	768	1124	17.50	17.50	-	79.00	0.58	1062.5
	4	0.29	-	0.29	0	79	72	0.56	18	1142	39.50	38.50	-	88.20	0.89	1064.8
	5	1.27	0.04	1.31	3	77	77	1.00	172	1314	40.00	40.00	-	157.00	0.55	1197.0
Reichswerke Hermann Goering	20	5.43	-	5.43	7	42	42	1.00	-	-	24.50	24.50	-	24.50	0.53	-
Bochumer Verein Fur Gusstahlfabrikation A.G.	10	1.37	0.14	1.51	7	50	50	0.70	-	-	20.00	20.00	-	20.00	0.56	-
	11	2.43	0.39	2.82	3	79	59	0.50	23	30	20.00	17.00	-	33.00	0.56	17.0

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## SUMMARY OF ATTACK ANALYSES

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## IRON AND STEEL INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD.
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Bochumer Verein Fur Gusstahlfabrikation A.G. (continued)	13	4.93	0.05	4.98	2	193	127	0.50	10	43	49.00	35.00	-	68.00	0.68	24.0
	16	6.06	19.75	25.81	14	226	161	0.75	96	139	89.00	83.00	-	149.00	0.87	79.0
	29	16.20	2.47	18.66	28	447	447	1.00	389	541	231.00	238.00	-	446.00	0.09	333.0
Eisen Und Hutten- werke	1	0.32	-	0.32	0	16	16	0.36	-	-	2.90	2.90	-	2.90	0.64	-
	2	3.38	13.50	16.88	7	288	288	1.00	35	35	147.50	147.50	-	166.40	1.00	16.1
	3	1.10	-	1.10	1	305	115	1.00	97	139	153.00	185.10	-	246.60	1.00	45.4
	5	1.22	0.15	1.37	0	124	124	0.69	402	542	42.90	42.90	-	300.00	0.65	284.9
Rheinmetall-Borsig A.G.	1	1.76	-	1.76	0	76	76	0.55	-	-	20.90	20.90	-	20.90	0.60	-
	2	-	4.49	4.49	0	165	154	0.42	65	65	34.70	34.30	-	64.20	0.45	35.5
	3	2.81	0.32	3.13	2	81	60	1.00	144	209	41.50	39.90	-	111.70	1.00	138.8
	4	1.58	-	1.58	0	45	45	0.18	120	331	4.10	4.10	-	101.20	0.45	233.9
	5	5.62	1.23	6.85	2	37	37	1.00	50	381	19.50	19.50	-	133.00	0.75	267.5

1. Plants in this industry were divided into two groups: integrated iron and steel plants which contain blast furnaces, and steel products plants which do not contain blast furnaces. Because of non-homogeneous production processes and a relatively small number of recuperation analyses in those plants of the latter type, consolidation studies were

SUMMARY OF ATTACK ANALYSES

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IRON AND STEEL INDUSTRY

restricted to the integrated iron and steel plants.

2. Shortage of raw materials was a reason for production loss in several plants.

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## SUMMARY OF ATTACK ANALYSES

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## MOTOR VEHICLES AND TANKS

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IF	HE&IF	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Auto Union-Seigmar Plant	1	1.94	-	1.94	19	103	103	1.00	-	-	61.00	61.00	-	61.00	0.39	-
Henschel and Sohn - Mittlefield Plant	1	1.42	-	1.42	9	56	56	1.00	-	-	32.50	32.50	-	32.50	0.64	-
	2-6	12.49	-	12.49	15	93	93	1.00	327	336	54.00	54.00	-	76.90	0.70	313.1
Maschinenfabrik, Augsburg-Nurnberg	5-6	12.56	-	12.56	0	78	78	0.68	23	23	26.50	26.50	-	27.10	0.71	22.4
	8-9	5.58	-	5.58	8	53	53	1.00	48	163	30.50	30.50	-	104.39	0.18	89.1
Muehlenbau Industrie A.G. Arme Works	1	9.28	-	9.28	0	27	27	0.79	-	-	10.70	10.70	-	10.70	0.91	-
	4	5.03	-	5.03	0	63	63	0.50	10	48	15.80	15.80	-	22.70	1.00	41.1
	5-6	7.04	-	7.04	8	65	65	0.43	119	167	15.70	15.70	-	36.80	0.89	146.0
	7	1.21	-	1.21	5	19	19	1.00	70	237	12.00	12.00	-	48.80	1.00	200.2
Adam Opel	1	3.04	-	3.04	11	47	47	1.00	-	-	29.00	29.00	-	29.00	0.36	-
	2-3	4.66	-	4.66	6	111	100	1.00	25	36	58.50	56.80	-	85.80	0.60	8.7
Renault Motor Vehicles	1	12.62	-	12.62	20	89	89	1.00	-	-	54.50	54.50	-	54.50	0.77	-
	2	15.67	-	15.67	21	99	99	1.00	-	-	60.00	60.00	-	60.00	0.84	-

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## SUMMARY OF ATTACK ANALYSES

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## MOTOR VEHICLES AND TANKS

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Renault Motor Vehicles (continued)	3	5.34	-	5.34	17	124	124	1.00	143	164	70.50	70.50	-	165.13	0.82	69.4
Volkswagenwerke	4	4.07	-	4.07	1	137	137	1.00	37	119	69.00	69.00	-	98.70	0.70	89.3

1. Since more than one product or type of product was produced in certain plants of this industry, an index was devised and applied to the production data of these plants in an attempt to obtain relative total production figures.
2. Notable variation in analytical results for this industry might be partially explained by the lack of homogeneity of plants with respect to density of buildings within the plant area and with respect to productive processes.

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SUMMARY OF ATTACK ANALYSES  
SUBMARINE BUILDING INDUSTRY

CONFIDENTIAL

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. PA
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Elohm and Voss Shipyard	7-10	8.98	0.22	9.20	10	330	330	0.74	804	981	126.00	126.00	-	198.20	-	908.8
Friedrich Krupp Germania Werft	15	4.86	-	4.86	0	188	188	0.30	20	274	28.20	28.20	-	71.30	0.78	230.9
	16-17	9.11	0.77	9.88	0	92	92	0.22	772	1046	10.12	10.12	-	151.22	1.00	904.9
Deutsch Schiff and Machinbau A.G.	10	1.55	0.02	1.57	0	39	39	0.30	-	-	5.85	5.85	-	5.85	1.00	-
	15	3.89	11.89	15.78	0	124	124	0.71	35	295	44.02	44.02	-	71.82	0.75	267.2
Deutsch Werke A.G.	3	3.95	0.19	4.14	0	96	96	0.58	141	213	27.84	27.84	-	48.94	0.94	181.9
	5-6	8.70	0.13	8.83	0	77	77	0.85	57	431	32.73	32.73	-	123.73	1.00	340.0
Bremer Vulkan	7	3.76	-	3.76	0	86	86	0.08	-	-	3.44	3.44	-	3.44	0.97	-

1. A production unit was defined as a submarine ton. An attempt was made to evaluate the amount of equivalent submarine tons of productive effort involved in assembly of the pre-fabricated submarine sections as compared to complete slip construction. Also, a method of allocating submarine production to the various months during which the building of the submarine was in process was devised and applied.
2. An industry-wide change in building methods from complete slip construction to the section prefabrication method caused large production losses during the latter half of 1944. Transportation difficulties and shortages of steel and accessory parts were also major contributing factors to production loss.
3. A certain degree of dispersion of production in this industry was obtained by the change to the section prefabrication method of submarine construction. Further limited dispersal measures were begun late in the war.

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## SUMMARY OF ATTACK ANALYSES

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## ORDNANCE INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Hannoverische Maschinenbau A.G.	1	0.96	-	0.96	0	80	80	0.08	-	-	3.20	3.20	-	3.20	0.96	-
	3	6.85	-	6.85	0	71	71	0.03	329	329	1.07	1.07	-	11.90	0.91	318.2
	4	0.70	-	0.70	0	29	4	0.01	45	374	0.15	0.02	-	24.90	0.95	349.3
Friedrich Krupp Grusonwerke A.G.	1	0.94	2.93	3.87	0	52	52	0.38	-	-	9.88	9.88	-	9.88	0.93	-
	2	16.19	3.48	19.67	1	36	36	1.00	197	197	18.50	18.50	-	59.00	0.67	156.5
	3	5.08	-	5.08	0	37	37	0.54	37	234	9.99	9.99	-	70.09	0.24	173.9
	5	21.01	0.03	21.04	1	84	79	0.44	26	260	18.48	18.30	-	89.48	0.30	189.0
Maschinenfabrik Augsburg-Nürnberg A.G.	2	6.42	2.98	9.40	9	63	63	1.00	-	-	36.00	36.00	-	36.00	-	-
Henschel and Sohn G.m.b.H.	2	0.46	0.46	0.92	0	161	161	0.09	-	-	7.25	7.25	-	7.25	0.93	-
	3	5.17	-	5.17	0	194	194	0.09	336	336	8.73	8.73	-	122.73	-	222.0
	5	2.53	-	2.53	0	181	146	0.27	159	495	24.43	24.15	-	216.43	-	303.0

1. A productive index was devised and used in evaluating relative total production.
2. Air attack against the overall transportation system, gas supply, power networks, and the steel industry were indirect causes of production loss in the ordnance industry.

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SUMMARY OF ATTACK ANALYSES

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ORDNANCE INDUSTRY

3. As the German war activities required more ordnance materials, additional manufacturing facilities were established by conversion of plants in the textile, woodworking, and other industries. This change brought about a wider geographic distribution of the ordnance industry.
4. Most of the ordnance plants also produced other products such as radar equipment, submarine engines, motor vehicles and tanks.
5. The ordnance industry was never a selected target for strategic bombing.

SUMMARY OF ATTACK ANALYSES  
SYNTHETIC OIL AND CHEMICAL INDUSTRY

CONFIDENTIAL

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PRD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Ammoniakwerk Merseburg, Leuna	1	2.87	-	2.87	12	49	49	1.00	-	-	30.50	30.50	-	30.50	0.07	-
	2	1.24	-	1.24	8	47	13	1.00	3	15	27.50	11.90	-	42.30	0.75	0.2
	3	0.94	-	0.94	3	14	9	1.00	33	56	8.50	8.20	-	51.30	0.41	13.2
	4	2.22	-	2.22	3	13	12	1.00	10	69	8.00	7.50	-	61.40	0.41	15.6
	5-6	8.81	-	8.81	27	205	199	1.00	4	76	116.00	114.20	-	175.80	-	16.2
	7	2.30	-	2.30	20	179	3	1.00	1	104	99.50	11.50	-	187.30	-	16.2
	8-11	4.00	-	4.00	38	163	2	1.00	-	122	100.50	20.00	-	206.30	1.00	16.2
	12-13	0.03	-	0.03	1	113	2	1.00	14	174	57.00	7.70	-	213.60	1.00	17.4
	14-16	4.30	-	4.30	11	108	14	1.00	18	193	59.50	20.10	-	226.60	0.66	19.9
	17-19	4.13	-	4.13	26	120	40	1.00	4	208	73.00	34.90	-	261.10	0.66	19.9
	20-21	7.79	-	7.79	38	118	37	1.00	13	247	78.00	43.10	-	304.30	0.14	20.7
	I. G. Farben Industrie A. G. - Oppau	1-2	0.90	0.19	1.09	5	26	26	1.00	-	-	15.50	15.50	-	15.50	0.73
3-4		2.28	-	2.28	7	42	42	1.00	50	55	24.50	24.50	-	42.60	0.91	36.9
5-6		1.88	0.11	1.99	8	31	31	1.00	36	98	19.50	19.50	-	65.70	0.69	51.8
7		0.83	-	0.83	0	36	36	0.89	34	140	18.00	16.00	-	89.80	0.91	68.2

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SUMMARY OF ATTACK ANALYSES  
SYNTHETIC OIL AND CHEMICAL INDUSTRY

CONFIDENTIAL

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
I. G. Farben Industrie A.G. - Oppau (continued)	8	0.01	0.02	0.03	0	12	12	0.44	171	311	6.00	2.60	-	116.40	0.84	200.6
	9-10	1.44	-	1.44	1	14	14	1.00	14	325	7.50	7.50	-	121.40	0.53	211.1
	11-12	0.84	-	0.84	1	13	2	1.00	11	337	7.00	1.50	-	129.50	0.44	214.5
	13	0.58	0.04	0.62	0	6	6	0.84	6	345	2.50	2.50	-	131.40	0.33	216.1
	14	0.93	0.21	1.14	0	8	4	0.89	2	347	3.60	0.90	-	134.10	0.33	216.5
	15	1.28	-	1.28	3	20	15	1.00	3	350	11.50	7.40	-	144.40	0.49	217.1
	16	0.55	-	0.55	0	13	1	0.67	16	370	6.50	1.40	-	153.80	0.56	222.7
	17	0.34	0.17	0.51	3	16	16	1.00	21	391	9.50	9.50	-	167.20	0.56	233.3
	18	2.65	-	2.65	5	37	37	1.00	14	408	21.00	21.00	-	190.40	0.58	238.6
Ruhroel Hydrogenation Plant, Bottrop-Boy	1	0.24	-	0.24	10	32	32	1.00	-	-	21.00	21.00	-	21.00	1.00	-
	4	0.06	-	0.06	0	9	9	0.67	26	95	3.00	3.00	-	28.60	1.00	71.2
Braunkohle Benzol A.G. Zeitz	1-2	13.45	0.15	13.60	96	174	174	1.00	-	-	135.00	135.00	-	135.00	0.69	-
	3	8.39	-	8.39	45	105	27	1.00	0	96	75.00	39.00	-	171.00	0.73	-
	4	1.93	-	1.93	10	45	45	1.00	62	203	27.50	27.50	-	205.70	1.00	24.8

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SUMMARY OF ATTACK ANALYSES

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SYNTHETIC OIL AND CHEMICAL INDUSTRY

1. Since all of the plants in this industrial category produced varied products, a production index was constructed and applied.

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## SUMMARY OF ATTACK ANALYSES

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## SYNTHETIC RUBBER PLANTS

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOGS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
I. G. Farben Industrie, Ludwigshaven	1	0.43	0.03	0.46	0	26	26	0.98	-	-	12.74	12.74	-	12.74	1.00	-
	2	0.08	0.10	0.18	0	7	7	0.98	142	142	3.43	3.43	-	54.12	0.74	91.3
	3	0.97	0.36	1.33	3	21	21	1.00	17	160	12.00	12.00	-	72.16	0.68	99.8
	4	-	0.06	0.06	1	13	3	1.00	8	171	7.00	1.14	-	75.93	1.00	102.1
	<del>5-6</del>	1.47	0.01	1.48	0	24	24	0.92	43	-	11.04	11.04	-	11.04	1.00	-
	8	0.65	0.01	0.66	0	8	8	0.97	35	86	3.88	3.88	-	39.85	0.97	50.0
	10	0.17	0.14	0.31	0	4	4	0.49	54	54	0.98	0.98	-	5.09	0.96	49.9
	12	1.39	0.33	1.72	0	4	4	0.94	65	151	1.88	1.88	-	74.79	0.68	78.1
	13	2.45	0.09	2.54	8	26	26	1.00	14	165	17.00	17.00	-	99.90	0.54	82.1
	16-18	12.12	0.02	12.14	77	115	115	1.00	3	190	96.00	96.00	-	199.71	0.48	86.3
Huels Synthetic Rubber Plant	4	1.67	0.02	1.69	5	61	61	1.00	-	-	33.00	33.00	-	33.00	1.00	-
	6	3.70	-	3.70	30	140	140	1.00	10	10	85.00	85.00	-	89.51	0.92	5.5
	7	0.04	-	0.04	0	31	31	0.43	315	345	6.67	6.67	-	145.19	1.00	260.5

1. The Ludwigshafen plant of the I. G. Farbenindustrie was essentially a producer of heavy chemicals; but since the

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SYNTHETIC RUBBER PLANTS

production figures available are for the synthetic rubber division of the plant, it was considered, for analysis purposes, to be a member of the synthetic rubber industrial category.

2. Notable variation in analytical results for this industry might be partially attributed to the marked differences between the two plants with respect to a few characteristics, such as the amount of congestion, degree of modernization, and the concentration of attacks upon the plants.

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## SUMMARY OF ATTACK ANALYSES

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## CRUDE OIL INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IP	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
<u>Germany</u>																
Rhenania Ossag Mineraloelwerke A.G. Harburg Refinery	2	21.38	-	21.38	0	52	52	0.74	-	-	19.24	19.24	-	19.24	1.00	-
	3	21.16	-	21.16	25	57	52	1.00	47	47	41.00	40.76	-	66.40	1.00	21.6
Rhenania Ossag Mineraloelwerke A.G. Crastbrunn Refinery	1	9.52	-	9.52	0	154	154	0.63	-	-	48.15	48.15	-	48.15	0.85	-
	2	15.68	-	15.68	25	150	43	1.00	47	47	87.50	50.33	-	114.10	0.51	20.4
	4	4.34	-	4.34	14	19	16	1.00	57	194	16.50	16.42	-	164.67	0.31	45.8
Deurag-Nerag Refinery	8-9	23.14	-	23.14	32	69	69	1.00	-	-	50.50	50.50	-	50.50	0.62	-
	10	9.32	-	9.32	7	20	18	1.00	35	67	13.50	13.45	-	65.13	0.52	15.4
	11	11.06	-	11.06	33	73	71	1.00	11	85	54.00	52.85	-	118.97	0.49	20.0
	12	0.73	-	0.73	2	6	3	1.00	37	155	4.00	3.89	-	123.71	0.46	35.3
	13-14	5.74	0.05	5.79	26	37	37	1.00	4	161	31.50	31.50	-	155.02	0.50	37.5
Ebaro Asphalt Werke	5-6	40.18	-	40.18	50	67	67	1.00	7	97	58.50	58.50	-	103.52	0.48	52.0
	8	6.21	-	6.21	8	16	15	1.00	17	164	12.00	11.94	-	116.52	0.48	59.5
<u>Floesti</u>																
Xenia Refinery	4-5	11.04	-	11.04	20	22	22	1.00	33	65	21.00	21.00	-	43.93	0.79	42.1
Romano Americana Refinery	2	0.37	-	0.37	0	3	3	0.94	11	13	1.40	1.40	-	6.29	0.96	8.1

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## SUMMARY OF ATTACK ANALYSES

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## CRUDE OIL INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD PA
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Romano Americana Refinery (continued)	3-4	1.12	-	1.12	7	10	10	1.00	13	26	8.50	8.50	-	15.42	0.70	19.1
	5	1.16	-	1.16	8	11	11	1.00	3	36	9.50	9.50	-	24.89	0.57	20.6
	6-7	1.19	-	1.19	5	8	8	1.00	6	50	6.50	6.50	-	32.96	0.69	23.5
	8-10	6.36	-	6.36	19	21	21	1.00	16	71	20.00	20.00	-	57.47	0.86	33.5
Concordia Vega Refinery	3	2.26	-	2.26	5	7	7	1.00	19	19	6.00	6.00	-	12.93	0.73	12.1
	4	1.15	-	1.15	10	11	11	1.00	6	30	10.50	10.50	-	24.88	0.70	15.6
	6	5.96	-	5.96	16	24	24	1.00	13	56	20.00	20.00	-	50.36	0.65	25.6
	7-8	2.90	-	2.90	12	19	19	1.00	23	95	15.50	15.50	-	74.17	0.52	36.3
	9	0.76	-	0.76	2	11	11	1.00	10	117	6.50	6.50	-	83.03	0.60	40.5
Standard Petrol Block Refinery	2	1.77	-	1.77	17	18	18	1.00	-	-	17.50	17.50	-	17.50	0.36	-
	3	1.26	-	1.26	4	6	6	1.00	2	19	5.00	5.00	-	23.32	0.87	0.7
	4	5.18	-	5.18	9	9	9	1.00	7	30	9.00	9.00	-	33.24	1.00	5.8
	5	0.13	-	0.13	0	3	3	0.55	4	43	0.82	0.82	-	34.00	0.84	9.8
	6	2.65	-	2.65	22	23	23	1.00	13	56	22.50	22.50	-	59.00	0.46	19.5

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## SUMMARY OF ATTACK ANALYSES

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## CRUDE OIL INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Standard Petrol Block Refinery (Continued)	7	1.14	-	1.14	0	12	12	0.74	1	79	4.42	4.42	-	63.18	0.77	20.2
	8	1.26	-	1.26	0	4	4	0.56	22	101	1.11	1.11	-	68.43	0.99	33.7
	9	0.83	-	0.83	0	11	11	0.88	13	114	4.82	4.82	-	78.30	0.89	40.5
	10	3.03	-	3.03	3	5	5	1.00	13	127	4.00	4.00	-	83.56	0.49	47.4
Astra Romana	1	1.38	-	1.38	12	33	33	1.00	-	-	22.50	22.50	-	22.50	0.99	-
	9	0.13	-	0.13	0	4	4	0.96	21	101	1.92	1.92	-	93.79	0.88	9.1
	10-11	2.11	-	2.11	4	10	10	1.00	13	114	7.00	7.00	-	102.02	0.81	19.0
	12	0.72	-	0.72	0	2	2	0.67	9	127	0.67	0.67	-	102.80	0.91	24.9
	13	2.04	-	2.04	5	8	8	1.00	7	134	6.50	6.50	-	109.35	0.60	31.2
Unirea Sperantza Refinery	1-2	7.18	-	7.18	3	52	52	1.00	-	-	27.50	27.50	-	27.50	0.81	-

1. Crude oil input, because of incomplete processing in the German refineries, was found to be a misleading measure of production; therefore, a productive index was devised for the various finished products.
2. Division of the refineries of this industry into two groups for consolidation studies was made on the basis of location, i.e. plants located in Rumania and plants located in Germany. This division by location also

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SUMMARY OF ATTACK ANALYSES

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CRUDE OIL INDUSTRY

incorporated division according to extent of interrelation of plants and according to amount of homogeneity in plant processes and finished products.

3. Crude input forms the basis for the production graphs used in establishing the recuperation lines for the Rumanian plants, since output data is insufficiently complete for use of the index devised. Also, since input data is available in daily form for nearly all plants, production trends are reflected quite distinctly.

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## MARSHALLING YARDS

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Marshalling Yard, Main Regensburg	1	0.95	-	0.95	0	10	10	0.52	-	-	2.6	2.6	-	2.6	1.00	-
	3	1.72	-	1.72	4	15	15	1.00	32	32	9.5	9.5	-	15.8	0.79	25.3
	4	1.10	-	1.10	0	9	9	0.86	25	60	4.5	4.5	-	24.0	0.83	40.5
	5	2.82	-	2.82	1	11	10	1.00	8	68	6.0	5.9	-	29.6	0.64	43.4
Marshalling Yard, East Regensburg	1	1.71	-	1.71	2	8	8	0.88	-	-	4.4	4.4	-	4.4	0.88	-
	2	0.39	-	0.39	0	1	1	0.52	29	31	0.3	0.3	-	14.9	0.95	16.6
	3	3.10	-	3.10	19	29	29	1.00	16	47	24.0	24.0	-	37.1	0.61	33.9
	4	0.60	-	0.60	6	17	17	1.00	17	76	11.5	11.5	-	47.6	0.56	39.9
Main Marshalling Yard, Nurnberg	5	2.72	-	2.72	1	13	13	1.00	16	16	7.0	7.0	-	9.3	0.81	13.7
	6	3.74	-	3.74	6	24	24	1.00	74	91	15.0	15.0	-	48.0	0.27	58.0
Marshalling Yard, Aschaffenburg	10	6.74	0.39	7.13	10	37	37	1.00	25	55	23.5	23.5	-	50.6	0.75	27.9
	11	0.30	-	0.30	6	26	10	1.00	11	76	16.0	11.3	-	62.4	0.54	29.6
	12	1.03	-	1.03	10	44	35	1.00	12	93	27.0	25.1	-	88.0	0.42	32.0
	13	1.58	-	1.58	1	31	10	1.00	12	116	16.0	9.3	-	98.7	0.29	33.3

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## SUMMARY OF ATTACK ANALYSES

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## MARSHALLING YARDS

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS						PRODUCTION LOSS				REL.	PROD. P <sub>A</sub>
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>		
Laim (Main) Marshalling Yard, Munich	1	1.65	-	1.65	3	16	16	1.00	-	-	9.5	9.5	-	9.5	1.00	-
	4	2.08	-	2.08	1	18	18	1.00	124	127	9.5	9.5	-	46.7	0.98	89.8
	6	8.60	-	8.60	3	22	22	1.00	51	179	12.5	12.5	-	89.7	0.61	111.8
	7	15.79	-	15.79	13	40	40	1.00	45	228	26.5	26.5	-	124.9	0.44	129.6
East Marshalling Yard, Munich	2	5.25	-	5.25	1	8	8	0.78	-	-	3.5	3.5	-	3.5	1.00	-
	5	0.67	-	0.67	2	11	11	0.96	273	281	6.2	6.2	-	24.6	0.51	262.6
	6	2.87	-	2.87	4	20	16	1.00	5	288	12.0	11.1	-	35.8	1.00	264.2
	7	6.35	-	6.35	11	39	39	1.00	217	510	25.0	25.0	-	113.6	0.39	408.9
Main Marshalling Yard, Rosenheim	2	5.62	-	5.62	11	23	23	1.00	-	-	17.0	17.0	-	17.0	1.00	-
	3	1.48	-	1.48	0	9	9	0.91	24	35	4.5	4.5	-	26.5	0.72	13.0
	4	6.76	-	6.76	7	28	28	1.00	27	63	17.5	17.5	-	54.1	1.00	26.4

1. The railway system, by the time marshalling yards began to be heavily attacked, had been somewhat weakened by high operational levels under emergency conditions, reductions in the allocation of permanent way material, and some deterioration in the quality of the working force.
2. Recuperation is particularly rapid in this division of the transportation system.
3. Available data limited the yards surveyed to those of three railway "directions" in southern Germany.

## SUMMARY OF ATTACK ANALYSES

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## POWER INDUSTRY

PLANT	ATTACK NO.	DENSITY			RECUPERATION CONSTANTS							PRODUCTION LOSS				REL.	PROD. $F_A$
		HE	IB	HE&IB	a	b <sub>1</sub>	b <sub>2</sub>	c	d	e	L <sub>1</sub>	L <sub>2</sub>	L <sub>A</sub>	L <sub>C</sub>			
Frimmersdorf	4	1.91	-	1.91	6	29	29	0.81	69	569	14.12	14.12	-	69.42	0.96	513.7	
Fortuna	8	0.72	1.27	1.99	0	2	2	0.38	285	839	0.38	0.38	-	-	1.00	-	
	10	0.18	-	0.18	0	5	5	0.66	23	23	1.66	1.66	-	7.99	0.87	16.7	
	12	0.47	-	0.47	1	19	19	0.97	39	65	9.72	9.72	-	22.27	0.37	52.5	
Karnap	1	1.12	-	1.12	7	23	23	1.00	-	-	15.00	15.00	-	15.00	1.00	-	
	2	0.81	-	0.81	8	40	40	1.00	210	217	24.00	24.00	-	64.33	0.70	176.7	
Reisholz	3	7.58	-	7.58	15	75	75	1.00	-	-	45.00	45.00	-	45.00	0.96	-	
Goldenberg	12	0.62	-	0.62	0	1	1	0.97	86	219	0.48	0.48	-	28.39	0.82	191.1	
	15	0.39	-	0.39	0	2	2	0.52	2	238	0.52	0.52	-	32.02	0.82	206.5	
	18	0.24	-	0.24	0	1	1	0.56	122	420	0.28	0.28	-	43.49	0.82	376.8	
	19-20	0.40	-	0.40	0	11	11	0.65	159	579	3.57	3.57	-	77.32	0.80	505.3	
	23	1.94	-	1.94	3	20	20	0.99	4	603	11.35	11.35	-	91.52	0.81	522.8	
	24	12.68	-	12.68	56	272	258	1.00	4	610	164.00	158.84	-	250.78	0.10	523.2	

1. A modification of the usual production histogram--production potential--recuperation line relationship was made in this industrial category.

2. All electric power generating stations treated in this report were of the steam generating type and were located

SUMMARY OF ATTACK ANALYSES

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POWER INDUSTRY

in the Ruhr area. They were not all the same with respect to type of coal used for fuel, but this difference in the plants is not sufficiently great to necessitate or merit a grouping of the plants.

3. Attacks on consumer plants of a power generating station sometimes created apparent production losses with respect to the output of the generating station.
4. Recuperation rate is subject to much variation in this industry, even at densities of approximately the same magnitude because certain vital parts of the plant, if hit, can be repaired or replaced only very slowly. If these vital parts are not hit, recuperation rate can be very high.

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A STUDY OF THE PRODUCTION LOSS ASSOCIATED  
WITH STRATEGIC BOMBING

Final Report of Phase I

Historical Analysis of European Air Attacks

The relationship between unadjusted production loss and bomb density  
for individual attacks against individual industrial installations.

Volume II Gompertz Curve Relationships  
Between Density and  $a$ ,  $b$ , and  $PL$

Prepared under the direction of

Carl F. Kossack

Director, The Statistical Laboratory

Purdue University

Submitted under the terms of a contract with Purdue  
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VOLUME II

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INTRODUCTION TO VOLUME II

I. General Comments:

This volume contains graphical representation of the relationships of the production loss-density variables as defined and tabulated in Volume I of this report. The data used for the calculation of these curves is found in the above volume.

As stated in the preceding volume, no reason has been found for abandoning the assumption that the relationships between the three recuperation estimates, i.e.  $\bar{a}$ ,  $\bar{b}$  and  $\bar{PL}$ , and density follow some growth law. As has also been stated there, the best available growth curve appears to be the Gompertz equation in the form

$$y = K_E e^{-e^{-x}}$$

This is the law then that has been used to express the relationships between density and:  $\bar{a}$  days of no recuperation,  $\bar{b}$  days to full production, and  $\bar{PL}$  production loss in days.

The method used to fit the relationship  $y = K_E e^{-e^{-x}}$ , when the asymptote  $K$  is known a priori, is that which is set forth in T.R. 59 and T.R. 60. The methods used in determining the value of the asymptote  $K$  have been explained in Volume I.

In about half of the cases the density values used contain only H.E. bombs. The tonnages of I.B. bombs dropped in the attacks analysed have been included only for industrial categories where definite statements have been made that extensive damage to the installation was caused by fire started by incendiary bombs. Using this criterion incendiary tonnages have been included in the density values for the following industrial categories:

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1. Aero engines
2. Coking
3. Crude Oil
4. Submarines
5. Synthetic Oil and Chemical
6. Synthetic Rubber

In other industrial categories, the density values are composed only of H.E. tonnages. The composition of the density values is noted on each graph.

There are some of the industrial categories in which the scatter of one or more of the production loss attributes is such that it is not feasible to attempt to fit a curve to the data. This is often the case with the relationship between  $a$ , the number of days of no recuperation, and density. In these cases no curve will be found in this report.

It should also be noted that for the relationship between  $a$ , the number of days of no recuperation, and density, the variable used in fitting was  $a-1$ . This is necessary because the Gompertz equation  $y = K_0 e^{-c^x}$  can never be equal to zero. Further, the Gompertz curve, as used here, has no interpretation at  $x$  (density) equal to zero.

With each graph of the function  $y = K_0 e^{-c^x}$ , there will be found one or more sets of confidence limits the derivation of which may be found in T.R. 59. These confidence limits are given as an aid for making estimates of future production loss for some future density value. They are based on the assumption that the production loss population values follow the Gompertz law and that the set of such population values for any  $x$  value are normally distributed about a mean value,  $\mu$ , with a fixed variance. The curves that have been calculated are based on a sample of this population and the confidence limits give the probability that the true population curve will, on the average, fall within these limits a specified percentage of the time. In other

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words, for any x value, the mean of the corresponding population y values,  $\theta$ , will, on the average, fall within the given, say 90 percent limits, 90 times out of 100. Due to reproducing difficulties the confidence limits may not be precisely accurate in regions where they curve very sharply.

The confidence interval tends to be larger in the mid-range of x and smaller in the end ranges (small x values and x values for which y is close to the asymptote, K). Also the confidence interval is influenced by the existence of sample values; the interval tends to be smaller for those x values in the neighborhood of sample points. The width of the confidence interval is thus a function of the particular x value and also of the whole sample. For this reason and because each different example will give varying estimates of the variance of the y values, a different curve and set of confidence limits will be obtained for every different sample.

The validity of estimates based on the curves contained in this volume depends mainly on the assumption that the true population follows the Gompertz law. If this assumption is invalid, then little can be said concerning the validity of any estimates made from these relationships.

II. Extrapolation and interpolation of asymptote and confidence limits.

If values of y are desired to more accuracy than can be read from the graphs, or if additional points are desired, they may be calculated from the following equation:

$$\log(\log K - \log y) = x \log c + \log(-\log g)$$

If it is desired to change the value of the asymptote, K, to a larger or smaller value,  $K'$ , the corresponding new set of y values,  $y'$ , may be calculated by means of the relationship  $y' = (K'/K)y$  where  $y'$  is the new estimate having  $K'$  as a limiting value and y is the calculated estimate having K as a limiting value. This will be necessary for the

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crude oil refineries where a variable asymptote has been used, i.e. each separate installation has its own asymptote value depending upon its size. The relationships for these asymptote values are given in Table 1.

Table 1: RELATIONSHIPS BETWEEN PLANT CAPACITY AND ASYMPTOTE VALUES FOR GERMAN AND PLOESTI CRUDE OIL REFINERIES

	Germany	Ploesti
$K_a$	$310 + 2.83 \times 10^{-3}$ PC days	$387 + 3.53 \times 10^{-3}$ PC days
$K_b$	$322 + 2.83 \times 10^{-3}$ PC days	$399 + 3.53 \times 10^{-3}$ PC days
$K_{TL}$	$316 + 2.83 \times 10^{-3}$ PC days	$393 + 3.53 \times 10^{-3}$ PC days

In Table 1,  $K_a$  is the asymptote for a, the number of days of no recuperation, and similarly  $K_b$  and  $K_{TL}$  are asymptotes for b and for PL. PC is the production capacity of the refinery in metric tons per month.

To calculate additional points on the confidence limits the method of T.R. 60 must be used, although it is possible to change from one set of confidence limits to a larger or smaller set. For example, if the size of the  $\alpha$  confidence limit is  $L_\alpha$ , that is, the distance from the curve to either the upper or to the lower  $\alpha$  limit, and it is desired to calculate the width of the internal  $L_\beta$  for, say,  $\beta$  confidence, then  $L_\beta = \frac{t_\beta}{t_\alpha} L_\alpha$  where  $t_\beta$  and  $t_\alpha$  are the appropriate values of "Student's" t distribution with  $n-2$  degrees of freedom and where  $n$  is the number of points used in calculating the original equation. (See the data listed in Volume I for the number of points in each industrial category.)

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Table 2: RANGES OF DATA USED IN  
ESTABLISHING CURVES

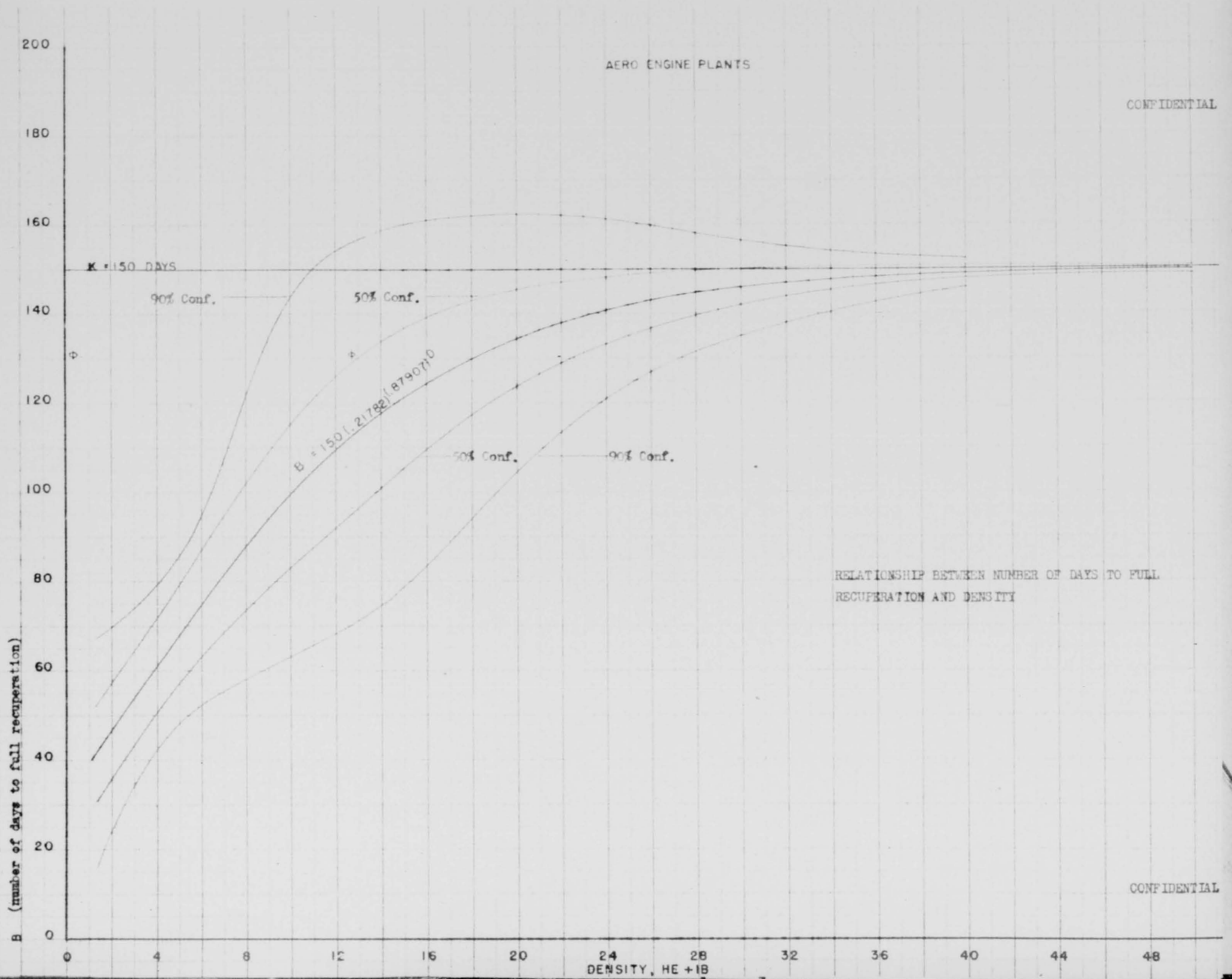
Industry	Density Range Containing 90-95 Percent of Data	Largest Value
Aero-Engines	0.38 - 12.77	12.77
Light Metals	1.03 - 10.39	41.35
Coke I	0.78 - 13.45	45.45
Coke II	0.16 - 19.68	19.68
Iron and Steel	0.03 - 6.06	16.20
Motor Vehicles and Tanks	1.21 - 15.67	15.67
Submarines	1.55 - 9.88	15.78
Ordnance	0.46 - 21.01	21.01
Synthetic Oil	0.03 - 13.60	13.60
Synthetic Rubber	0.04 - 3.70	12.14
Crude Oil (Germany)	0.73 - 23.14	40.18
Crude Oil (Ploesti)	0.13 - 11.04	11.04
Marshalling Yards	0.39 - 6.76	15.79
Electric Power	0.18 - 7.58	12.68

The end points of the 90-95 percent data range are marked on each graph with the symbol †.



AERO ENGINE PLANTS

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RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL  
RECUPERATION AND DENSITY

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AERO ENGINE PLANTS

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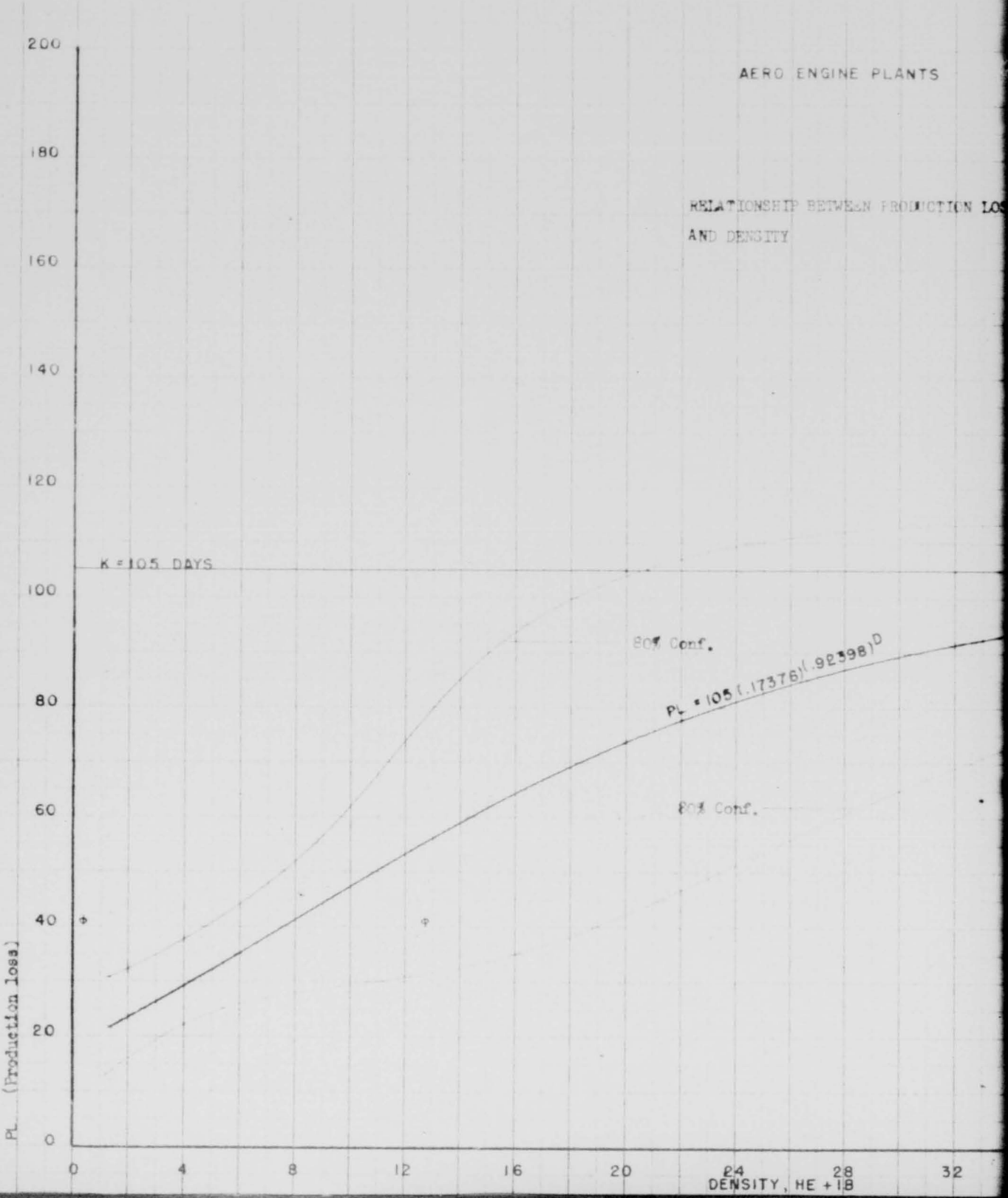
90% Conf.

RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL  
RECUPERATION AND DENSITY

CONFIDENTIAL

24 28 32 36 40 44 48 52 56 60  
DENSITY, HE + 18

SECRETARY OF THE ARMY  
WASHINGTON, D. C. 20315



AERO ENGINE PLANTS

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RELATIONSHIP BETWEEN PRODUCTION LOSS  
AND DENSITY

0% Conf.

$PL = 105(1.17376)^{(.92398)D}$

80% Conf.

CONFIDENTIAL

24 28  
DENSITY HE + 18

32

36

40

44

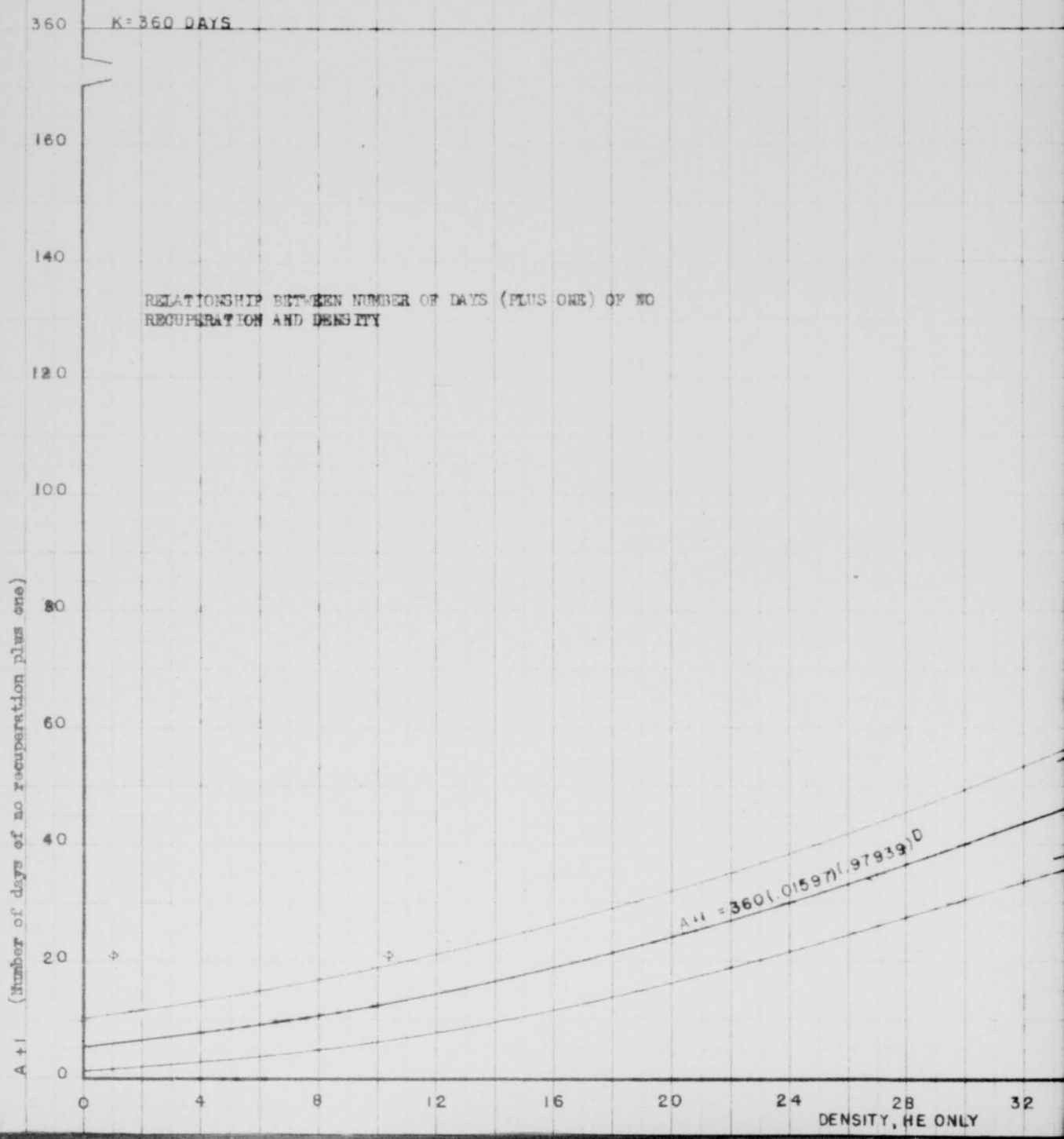
48

52

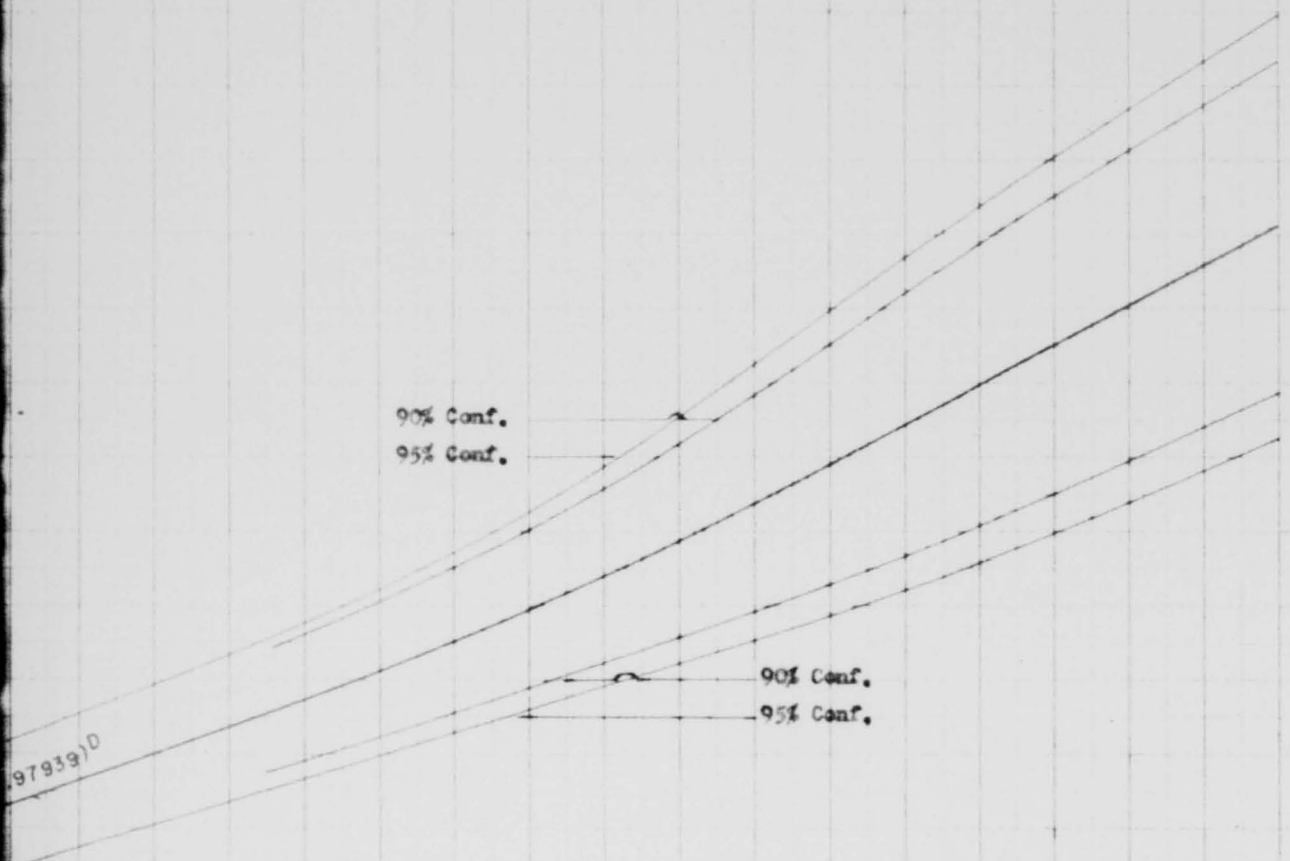
56

60

LIGHT METALS PLANTS



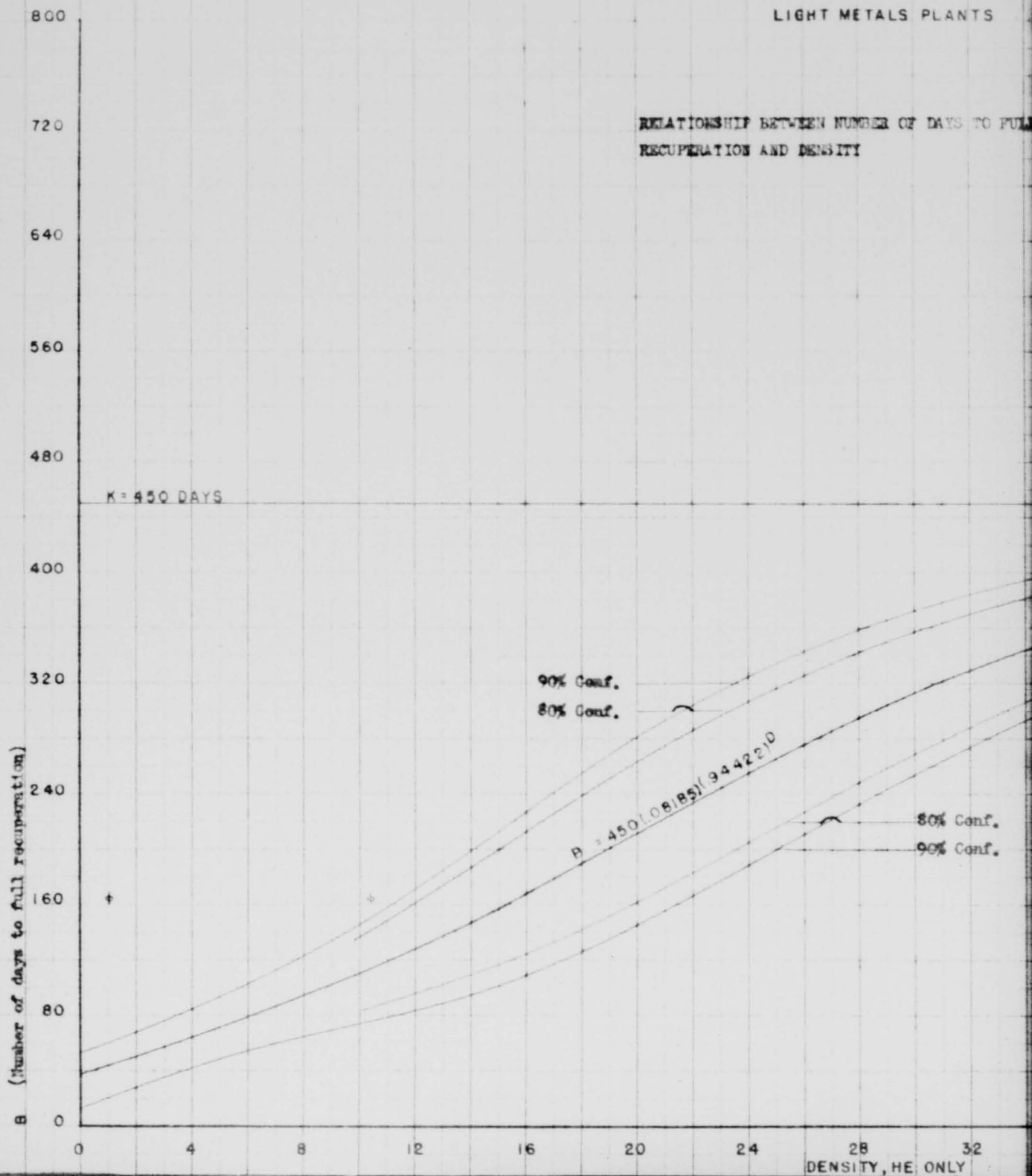
CONFIDENTIAL



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LIGHT METALS PLANTS

RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL RECOVERY AND DENSITY

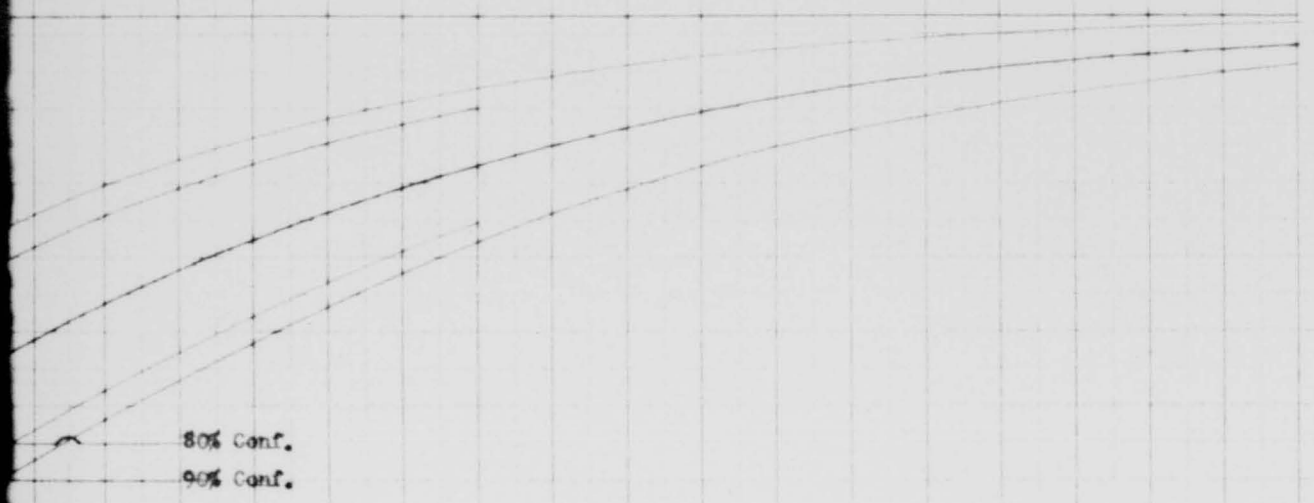




LIGHT METALS PLANTS

CONFIDENTIAL

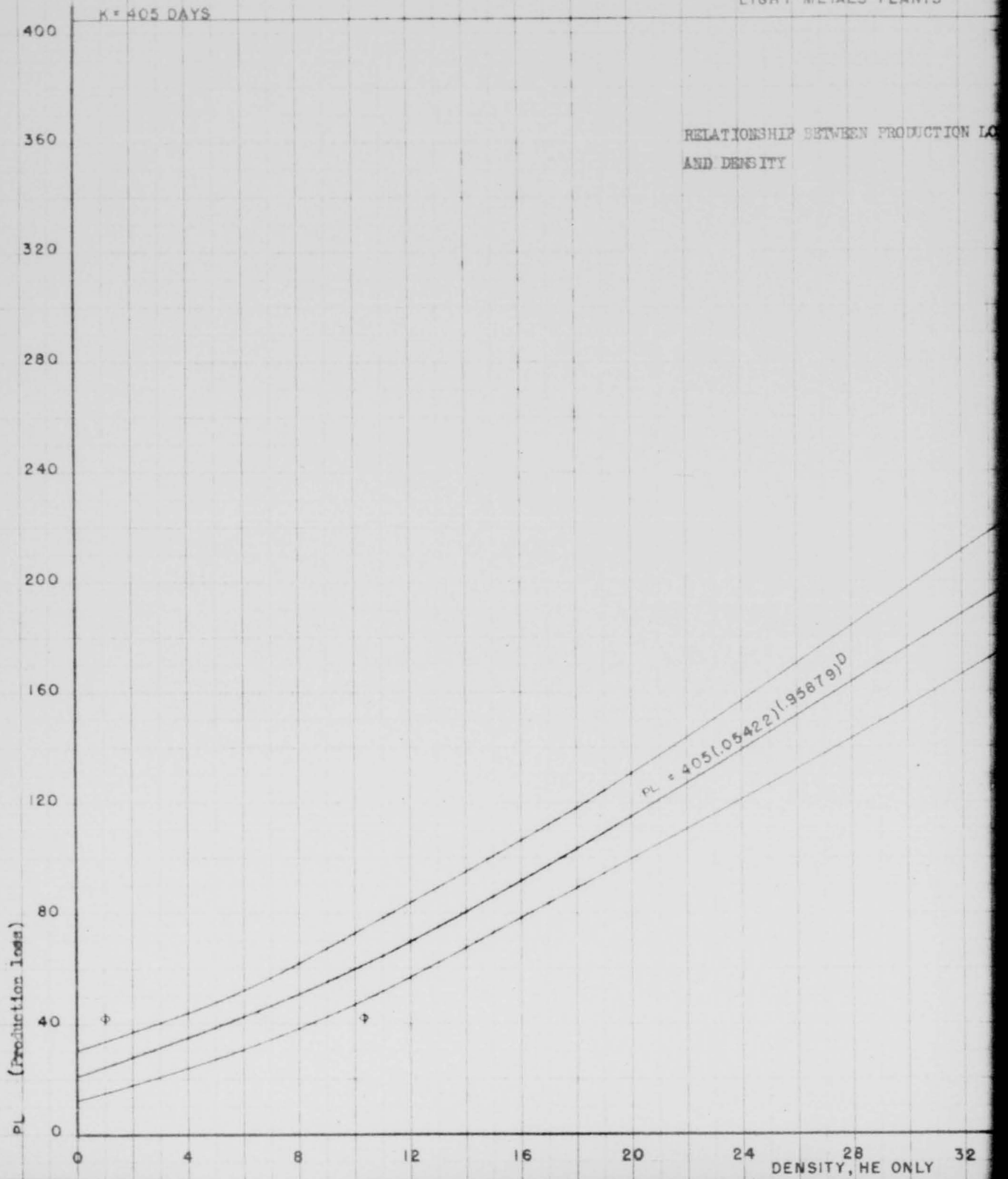
TWEEN NUMBER OF DAYS TO FULL  
DENSITY



CONFIDENTIAL

28 32 36 40 44 48 52 56 60  
DENSITY, HE ONLY

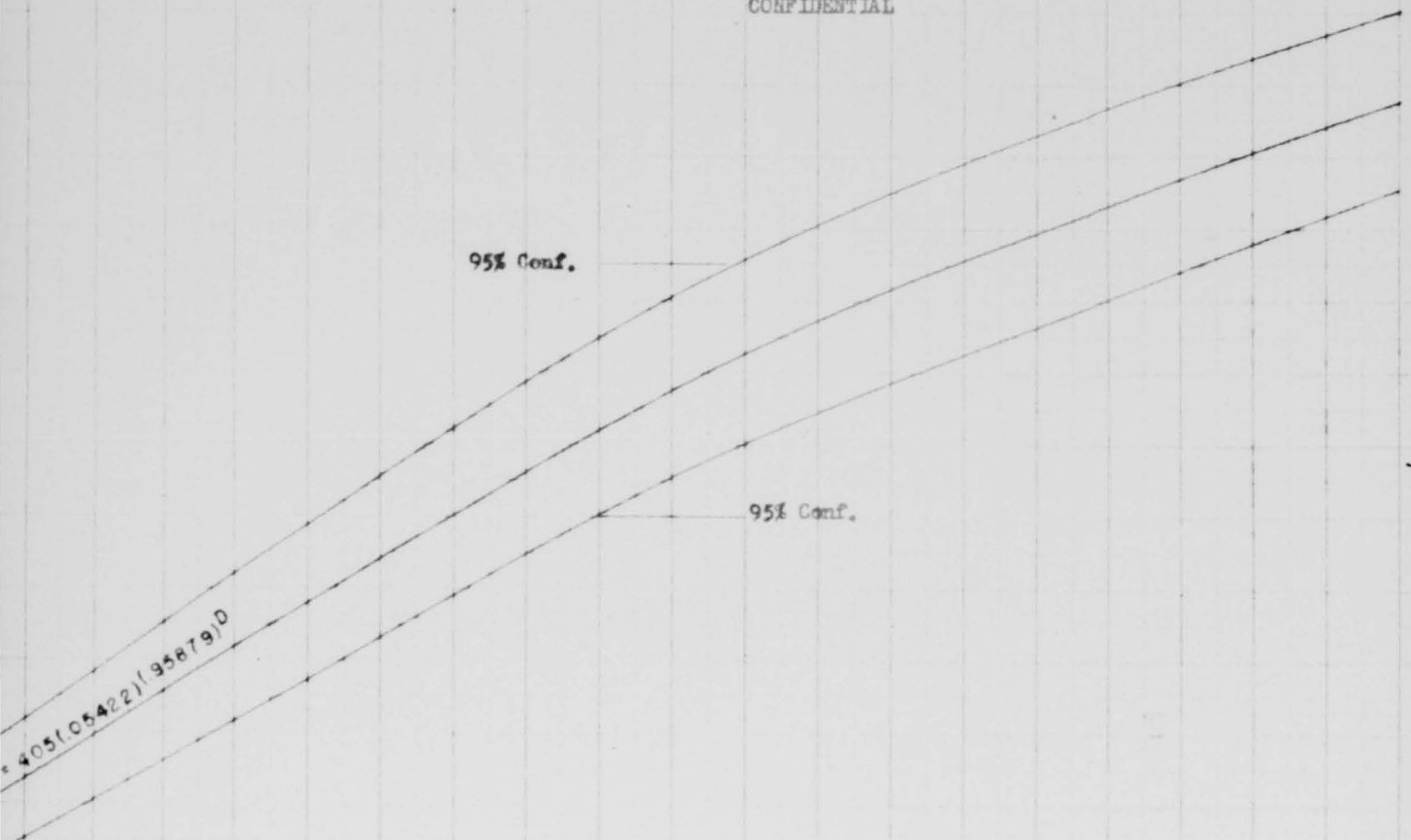




LIGHT METALS PLANTS

RELATIONSHIP BETWEEN PRODUCTION LOSS  
AND DENSITY

CONFIDENTIAL



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COKING PLANTS, GROUP I

K = 631 DAYS

RELATIONSHIP BETWEEN NUMBER OF  
NO RECUPERATION AND DENSITY

A + 1 (Number of days, plus one, of no recuperation)

DENSITY, HE + 18

90% Conf.

70% Conf.

$A+1 = 631(0.187)^{1.98240D}$

90% Conf.

70% Conf.

625

180

160

140

120

100

80

60

40

20

0

0

4

8

12

16

20

24

28

32

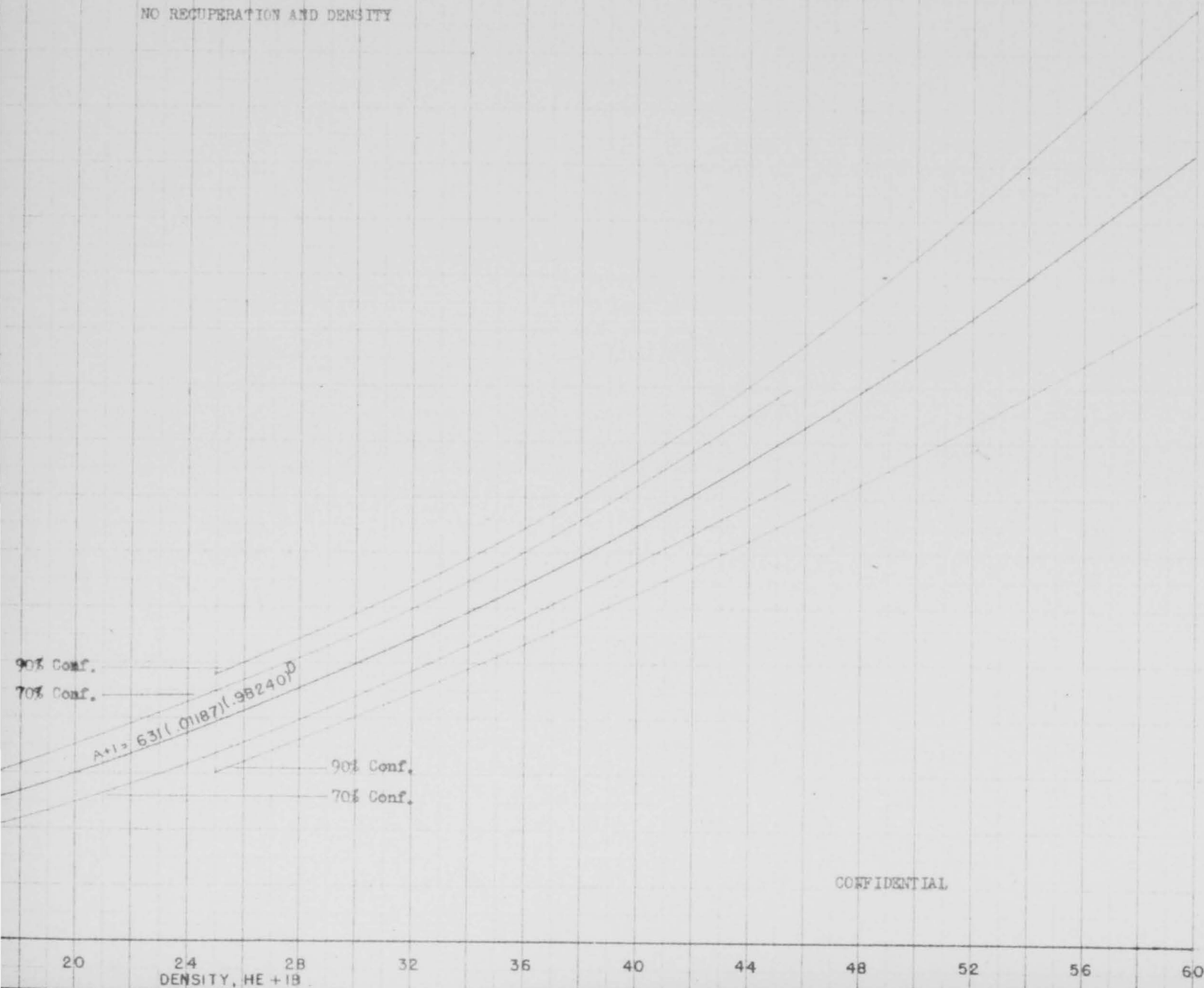
750 HIG 071 N12

610 010

COKING PLANTS, GROUP I

CONFIDENTIAL

RELATIONSHIP BETWEEN NUMBER OF DAYS, PLUS ONE, OF  
NO RECUPERATION AND DENSITY



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20

24  
DENSITY, HE + 1B

28

32

36

40

44

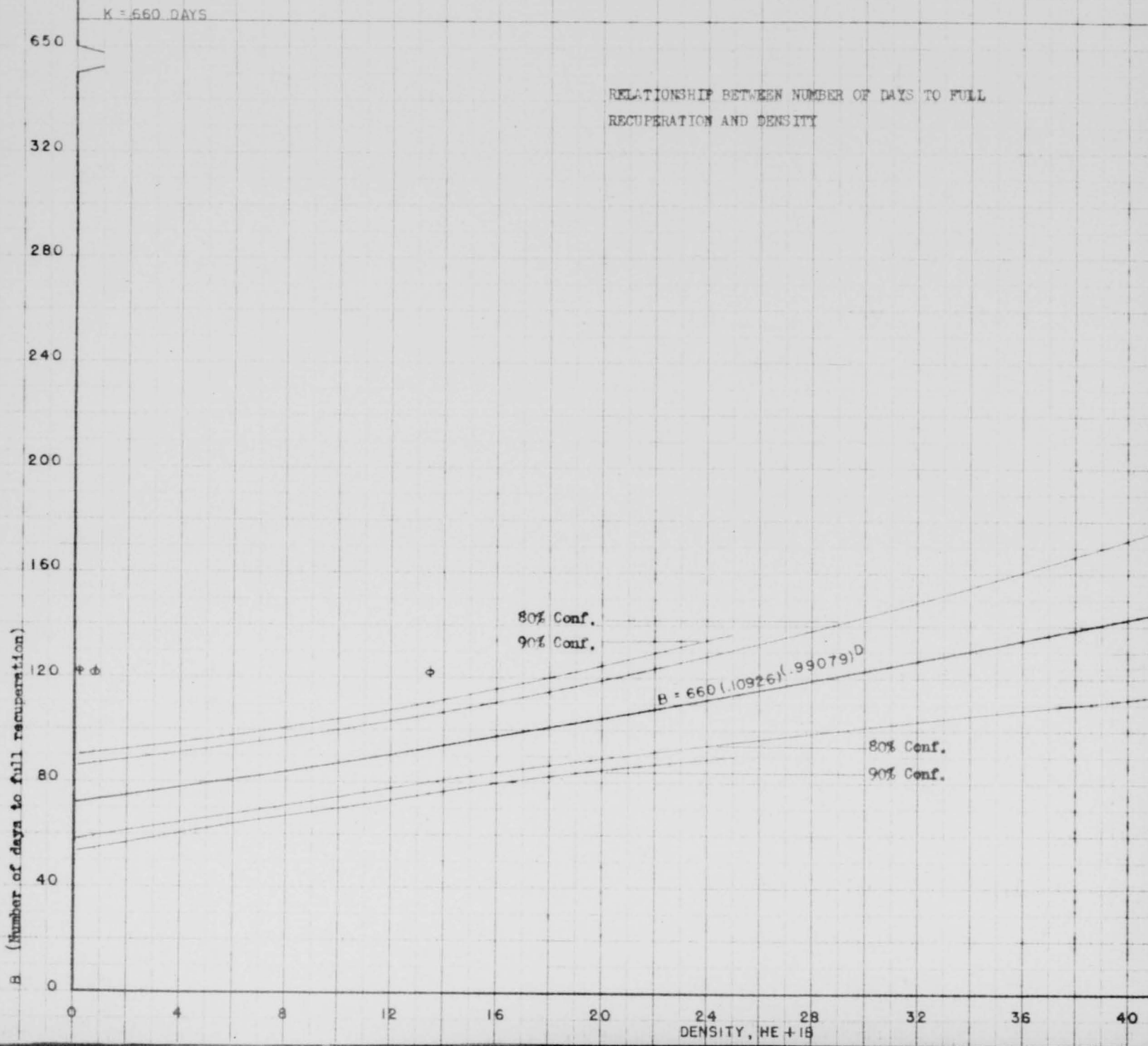
48

52

56

60

COKING PLANTS, GROUP 1



COKING PLANTS, GROUP 1

CONFIDENTIAL

RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL  
RECUPERATION AND DENSITY

80% Conf.  
90% Conf.

$$B = 660 (.10926) (.99079)^D$$

80% Conf.  
90% Conf.

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16

20

24

28

32

36

40

44

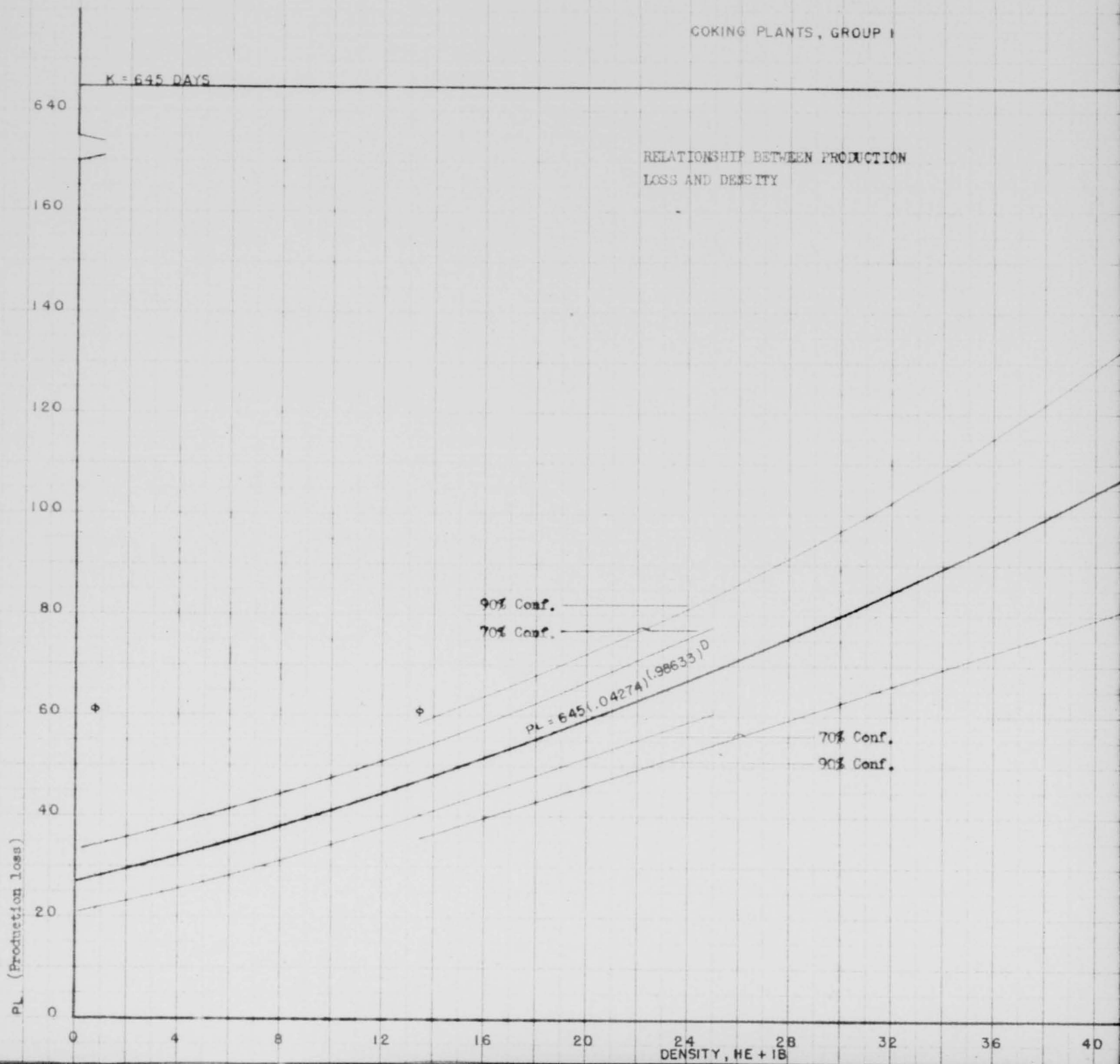
48

52

56

60

DENSITY, HE + 18





COKING PLANTS, GROUP I

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RELATIONSHIP BETWEEN PRODUCTION  
LOSS AND DENSITY

90% Conf.

70% Conf.

$$PL = 645(.04274)(.98633)D$$

70% Conf.

90% Conf.

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16

20

24

28

32

36

40

44

48

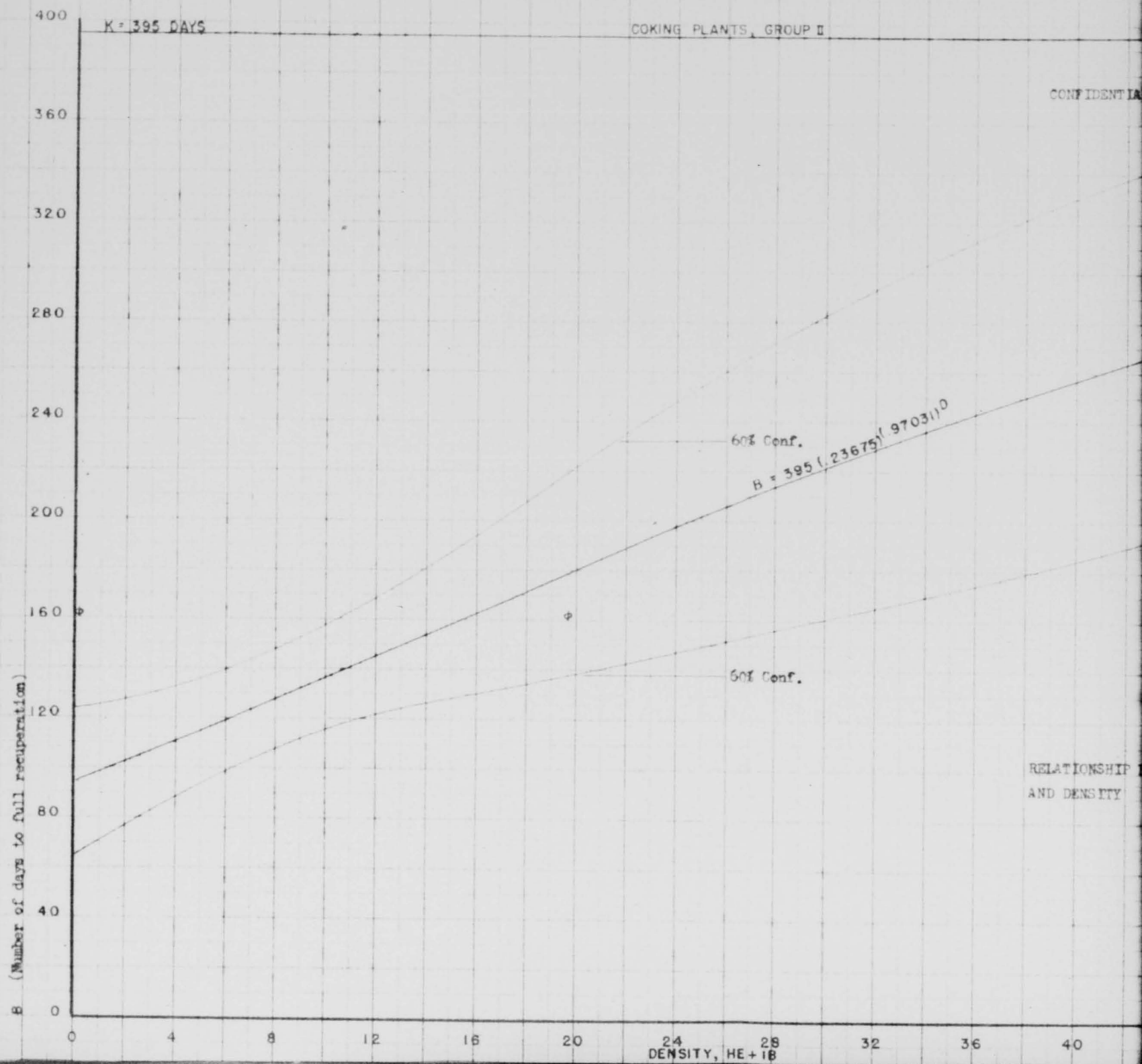
52

56

60

DENSITY, HE + 18





COKING PLANTS, GROUP II

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60% Conf.

$B = 395 (23675)^{0.97031} D$

60% Conf.

RELATIONSHIP BETWEEN DAYS TO FULL RECUPERATION  
AND DENSITY

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20

24  
DENSITY, HE+18

28

32

36

40

44

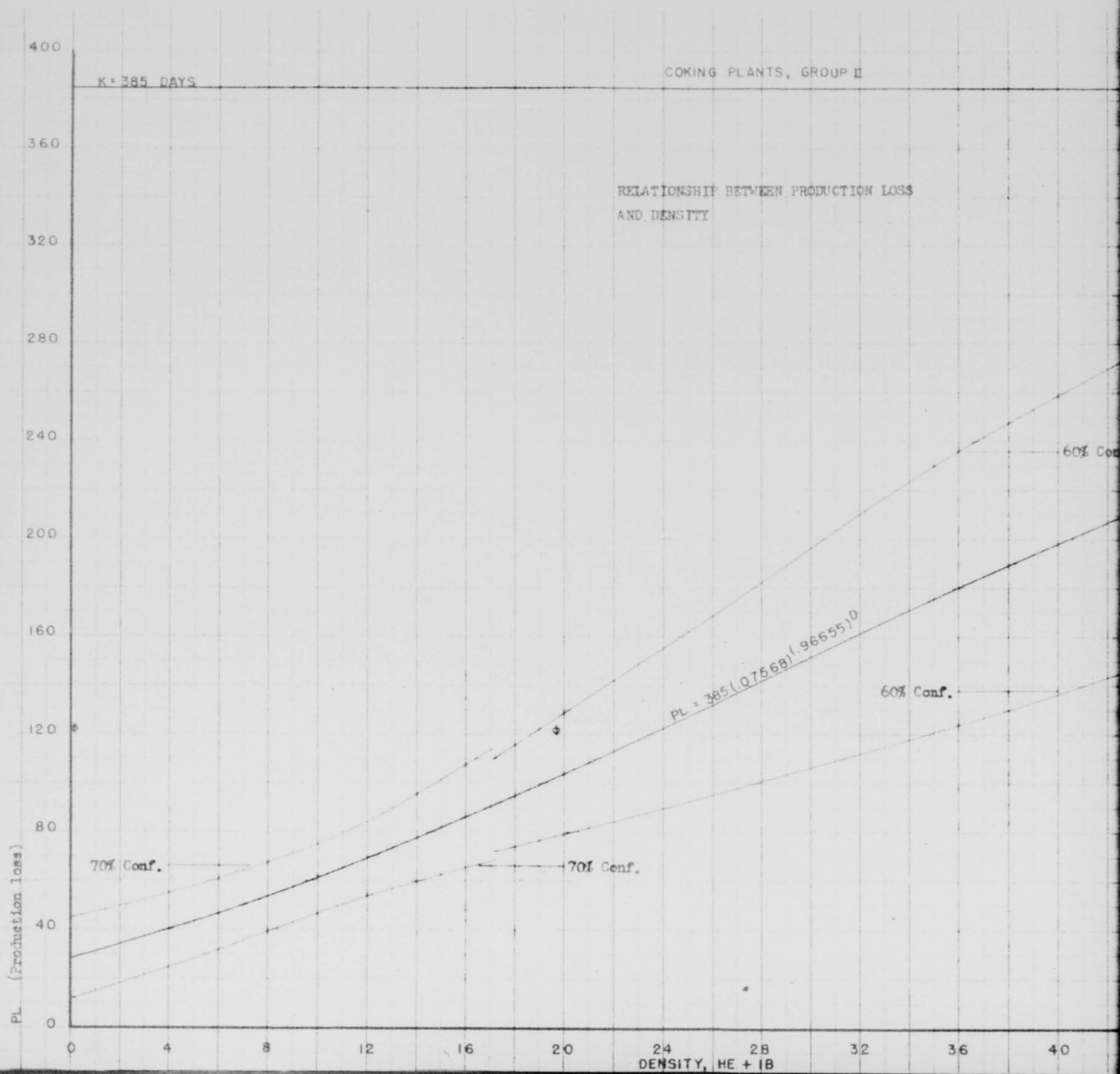
48

52

56

60

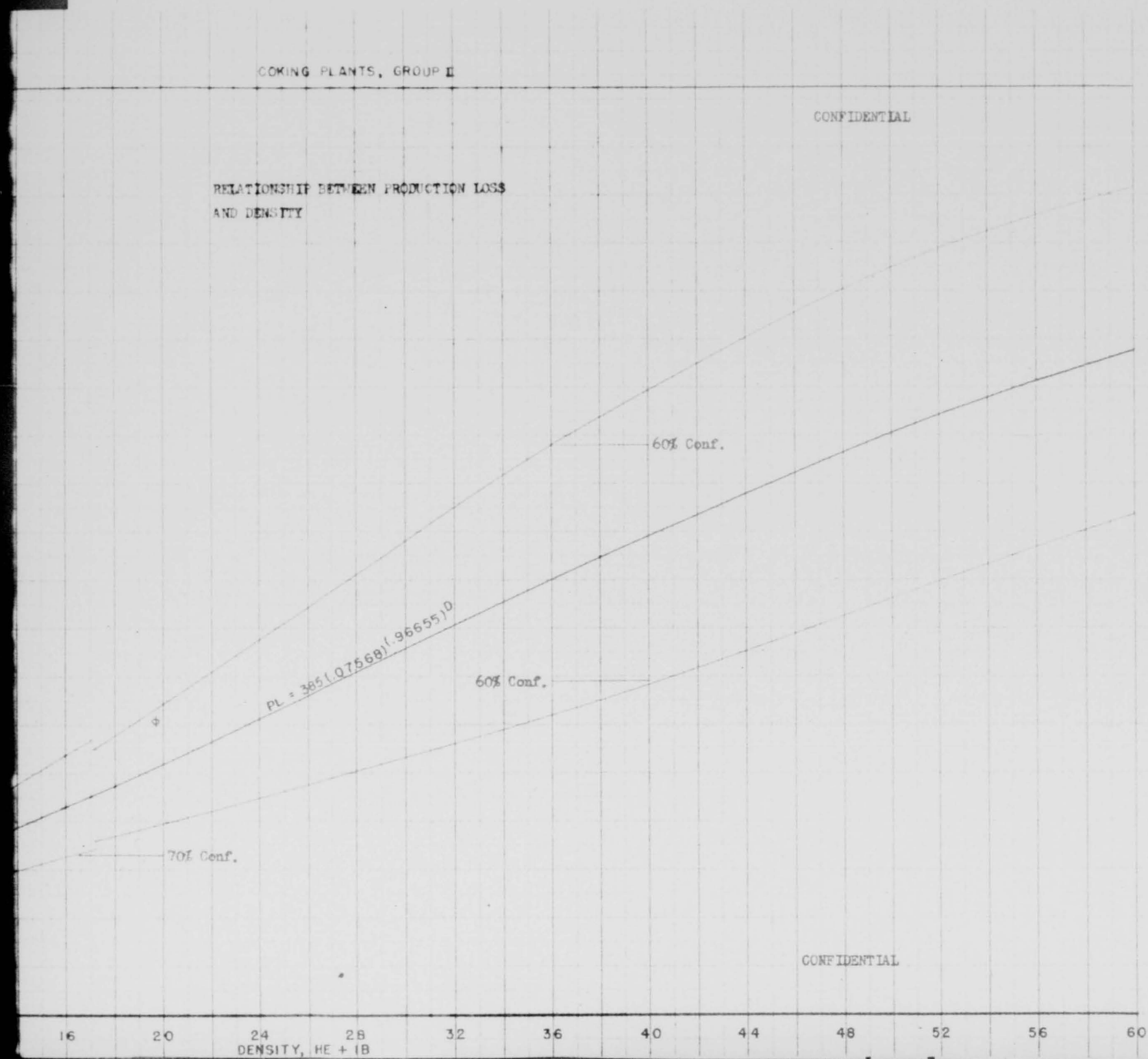
DEPT. OF COMMERCE  
BUREAU OF MINES  
WASHINGTON, D. C.



COKING PLANTS, GROUP II

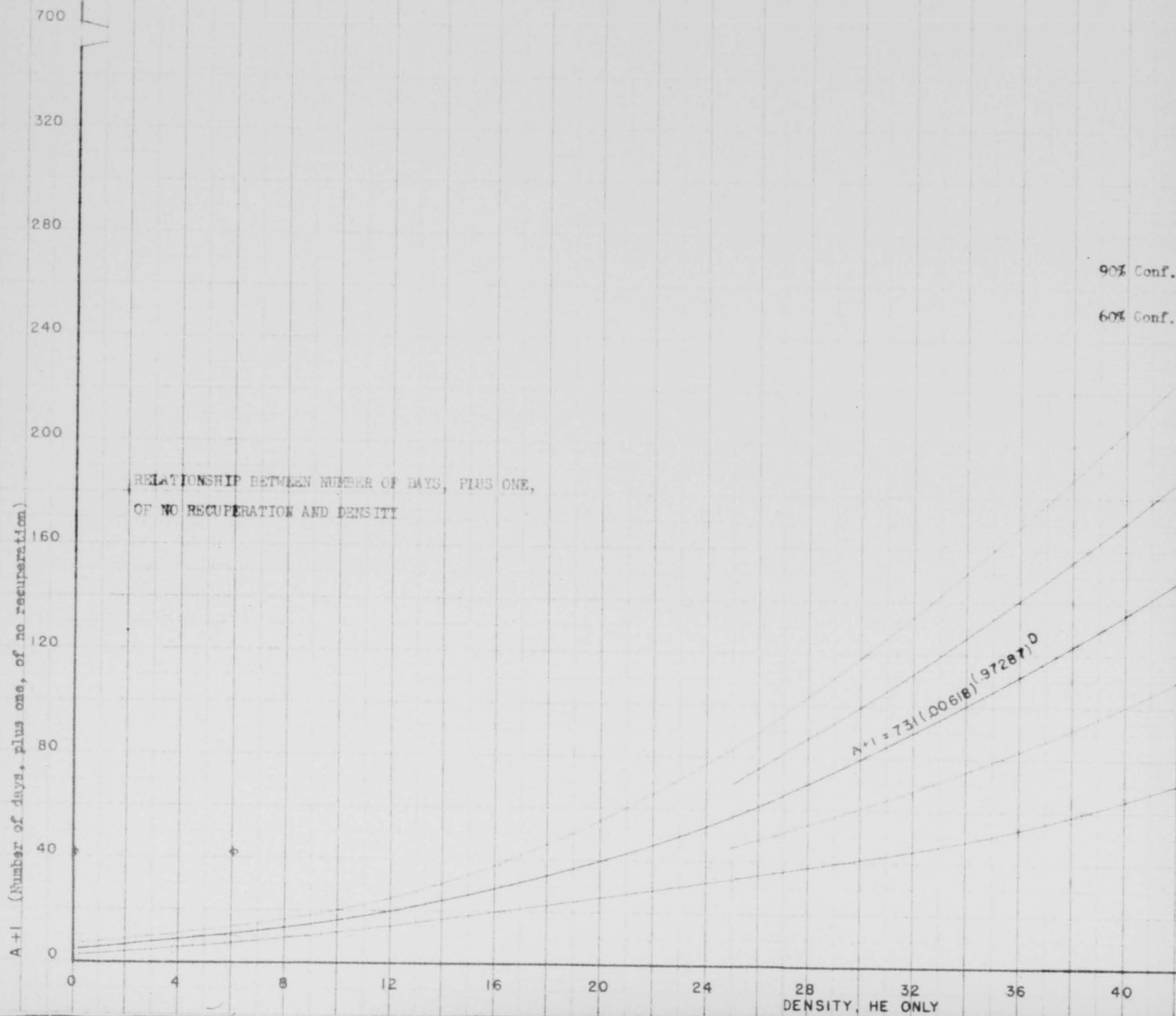
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RELATIONSHIP BETWEEN PRODUCTION LOSS  
AND DENSITY



K = 731 DAYS

IRON AND STEEL PLANTS



IRON AND STEEL PLANTS

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90% Conf.

60% Conf.

80% Conf.

90% Conf.

$\lambda = 1.73(0.00618)^{0.972871} D$

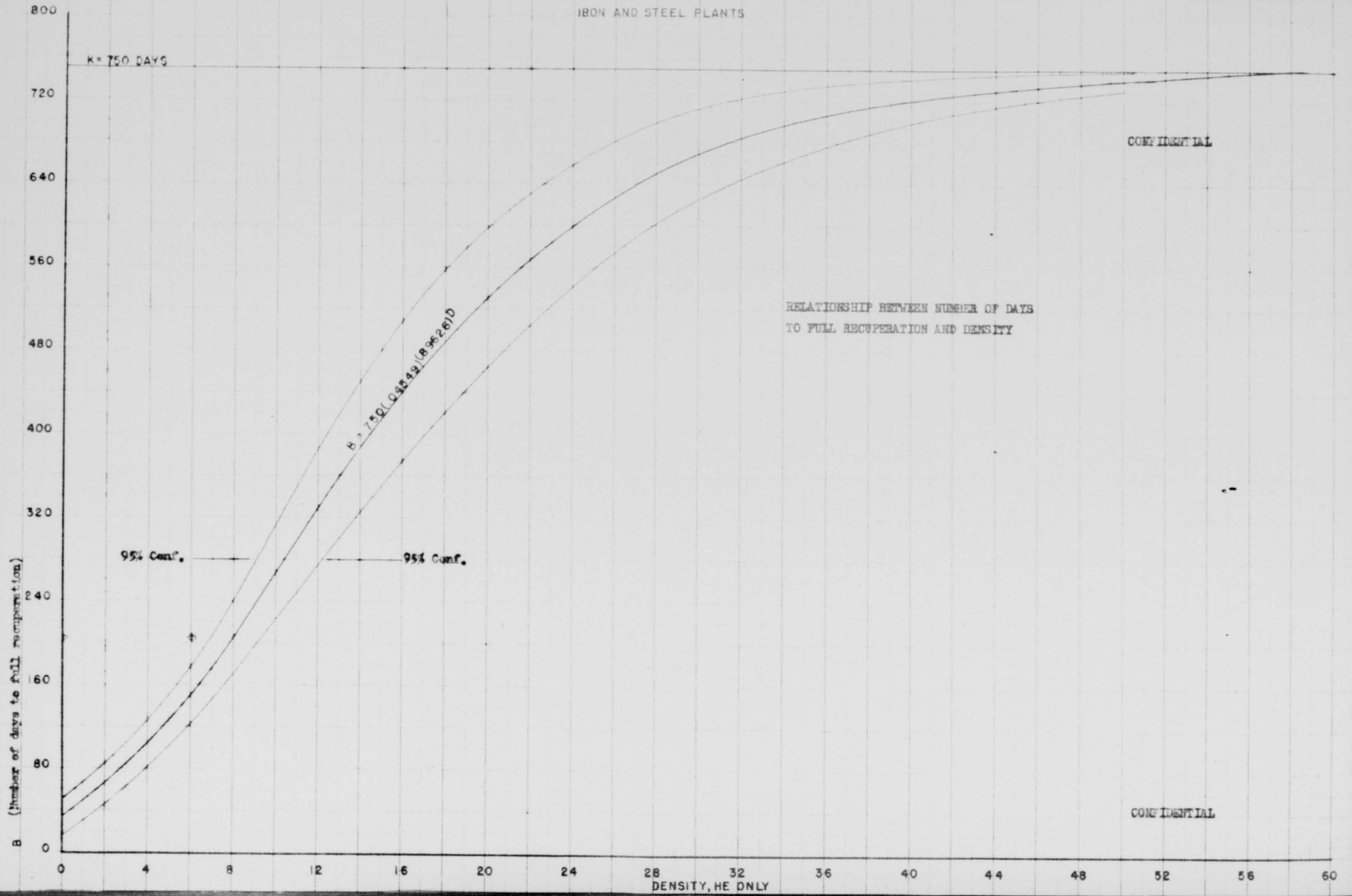
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20 24 28 32 36 40 44 48 52 56 60  
DENSITY, HE ONLY

ONE,



IRON AND STEEL PLANTS



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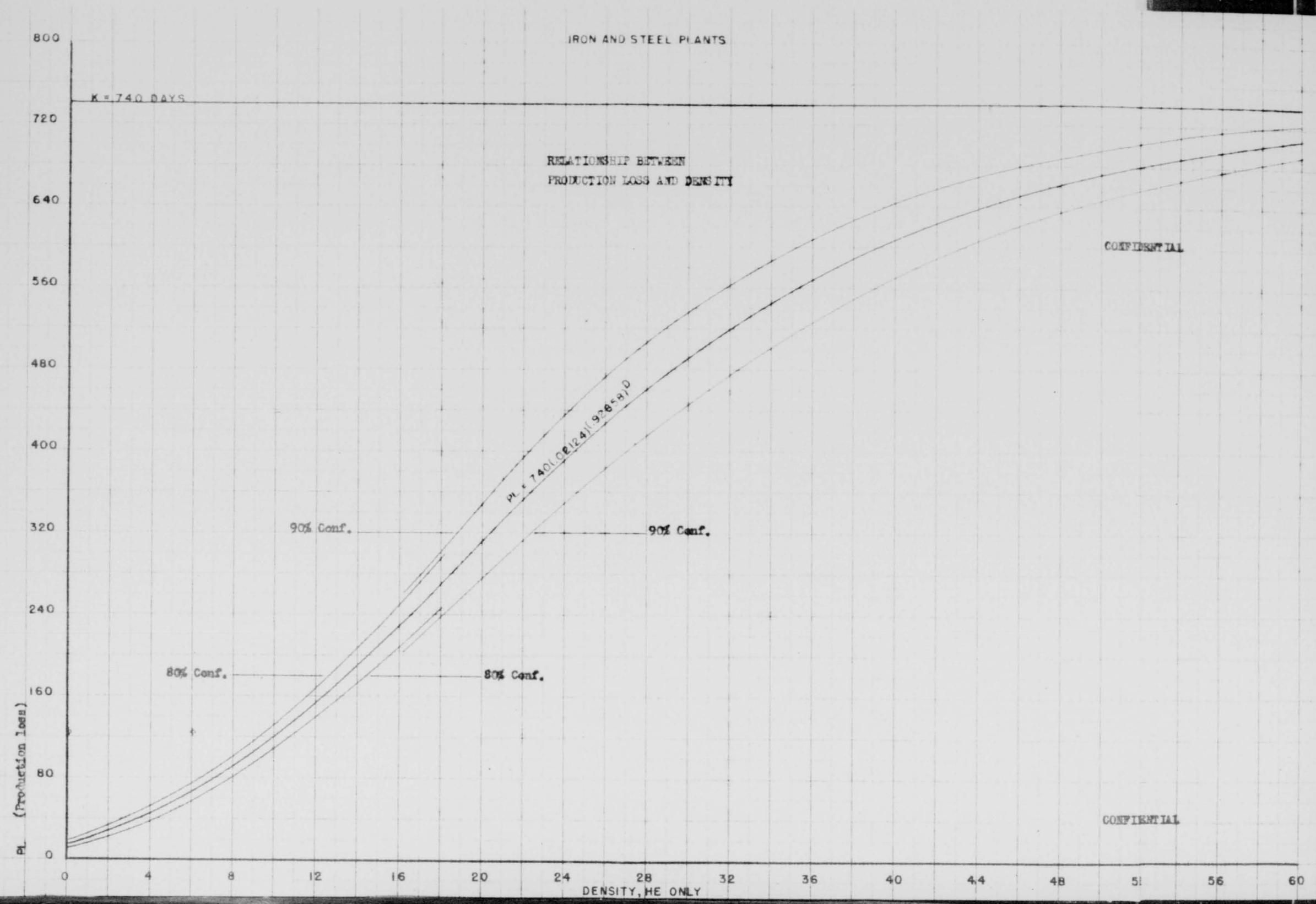
RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL RECUPERATION AND DENSITY

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IRON AND STEEL PLANTS

K = 740 DAYS

RELATIONSHIP BETWEEN  
PRODUCTION LOSS AND DENSITY



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K = 101 DAYS

MOTOR VEHICLES AND TANKS PLANTS

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RELATIONSHIP BETWEEN NUMBER OF DAYS, PLUS ONE,  
OF NO RECUPERATION AND DENSITY

A + 1 (Number of days, plus one, of no recuperation)

$$A + 1 = 101(.07257)(.97938)^D$$

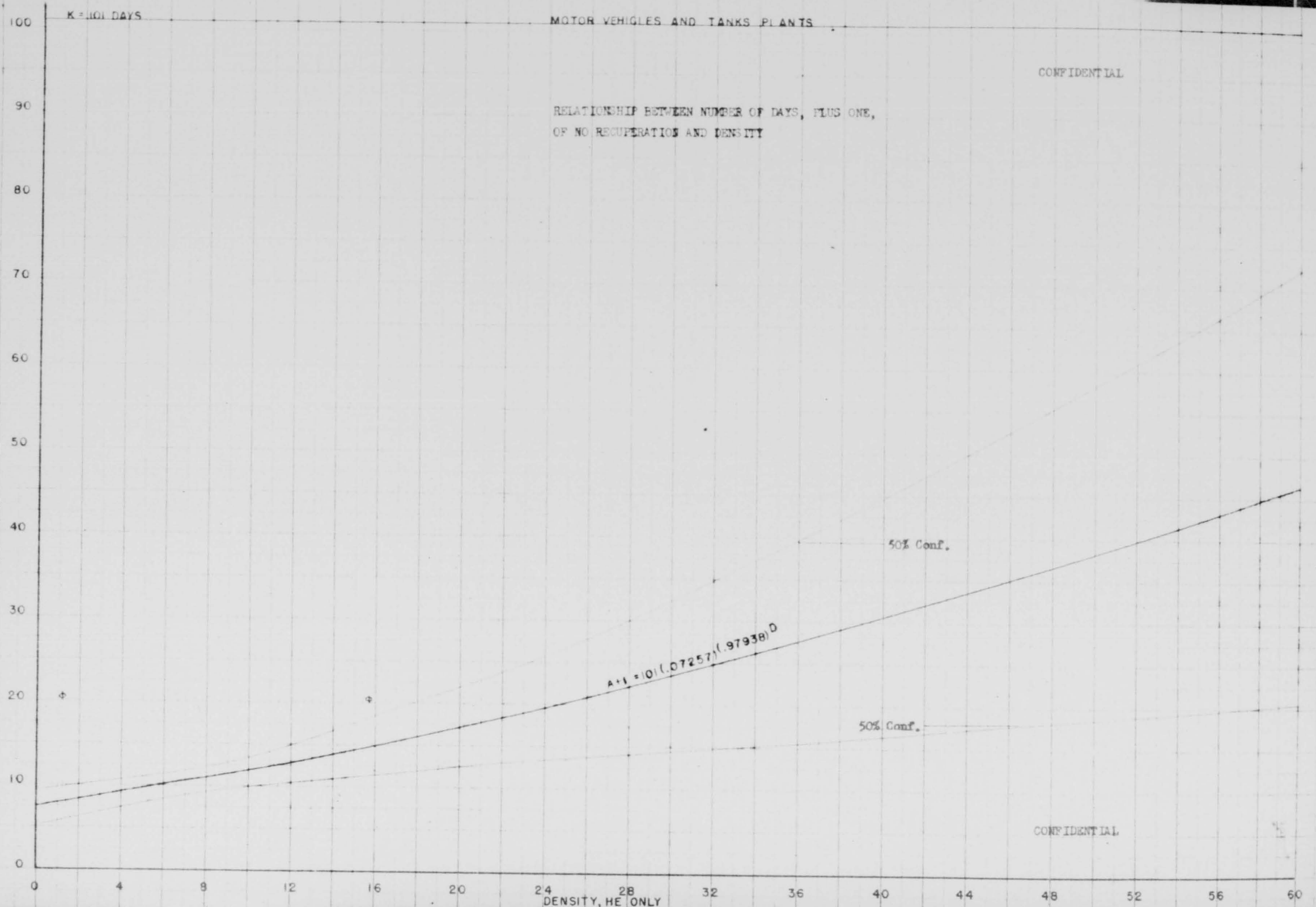
50% Conf.

50% Conf.

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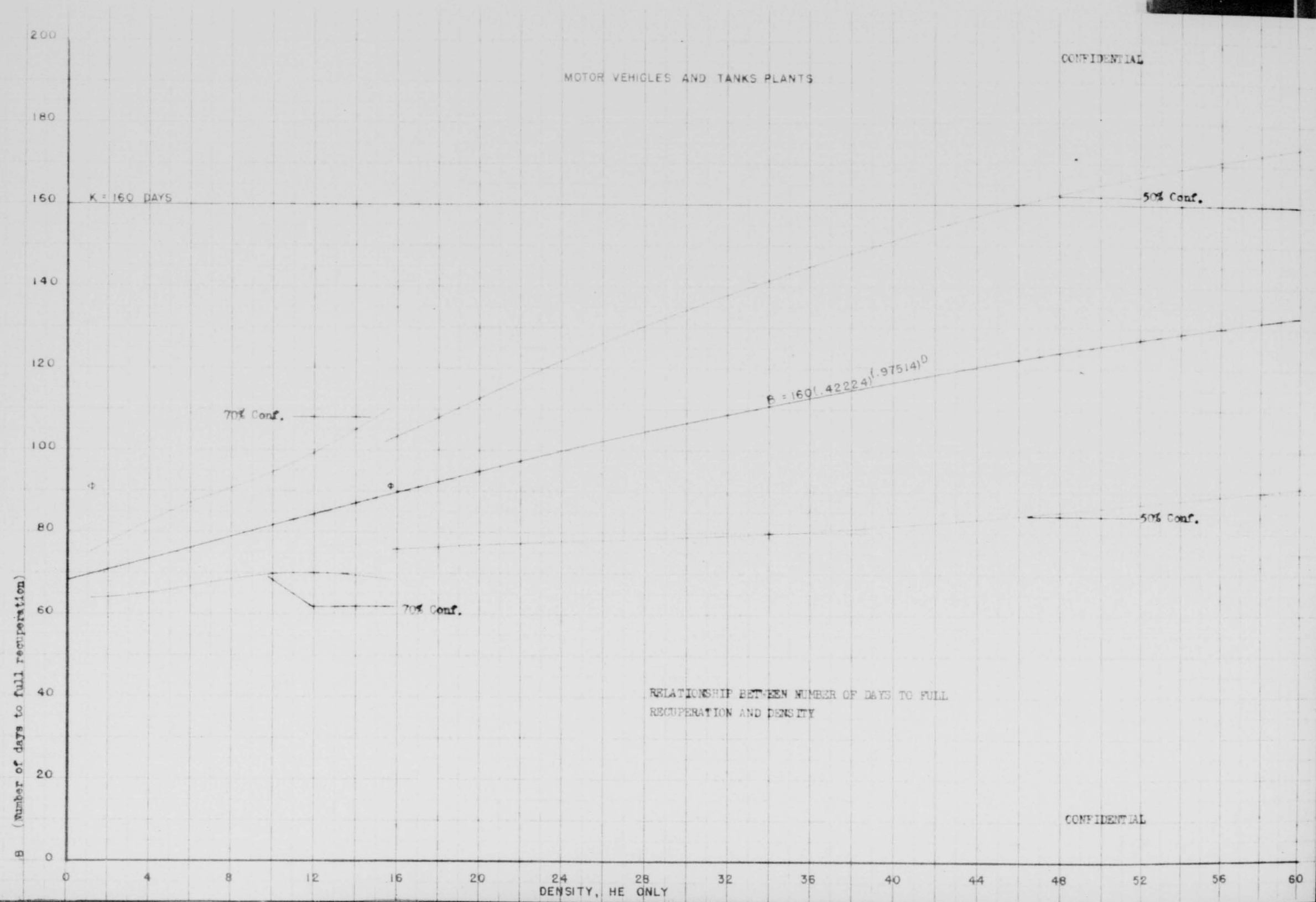
DENSITY, HE ONLY

DIFFERENTIAL SECTION



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MOTOR VEHICLES AND TANKS PLANTS

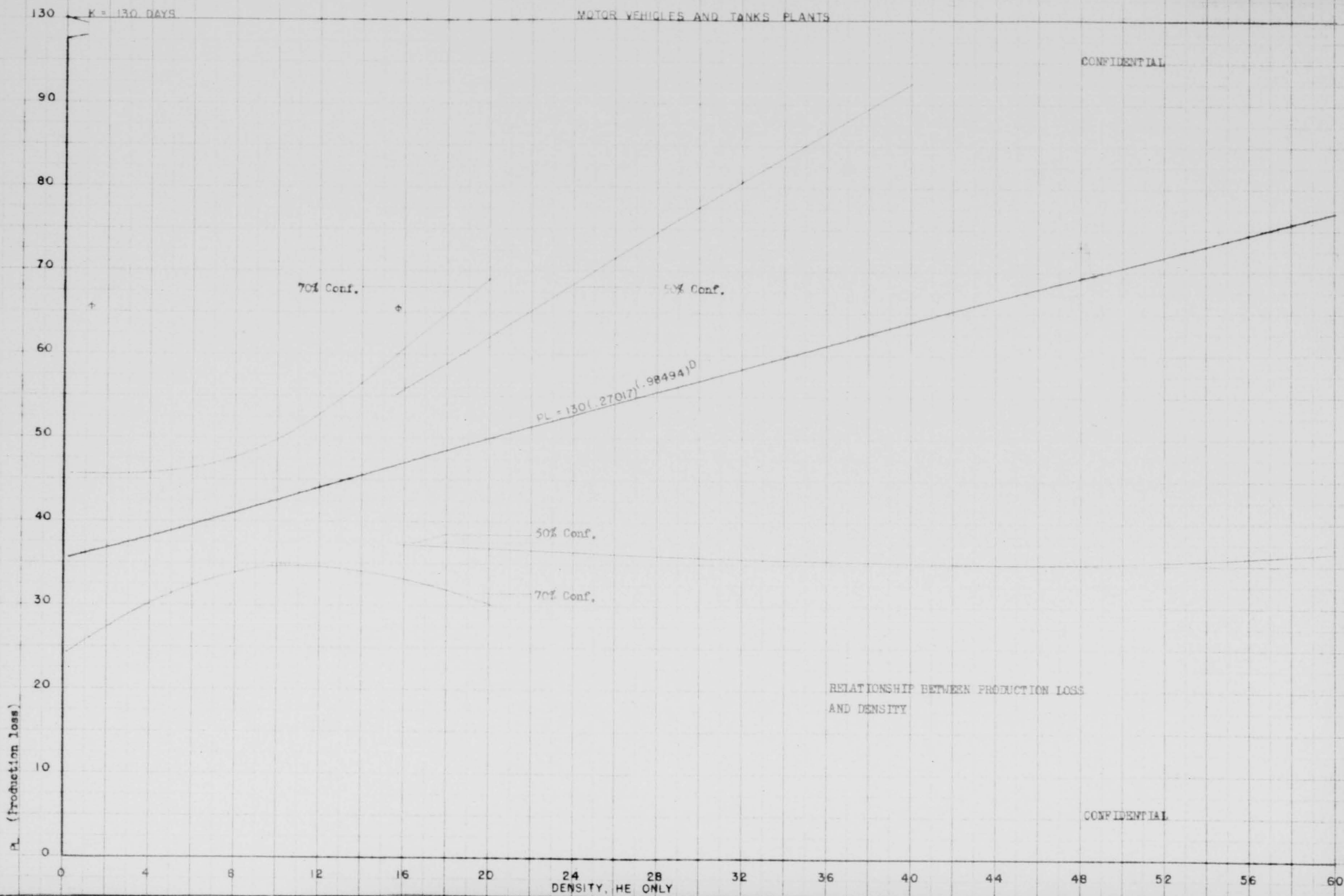


RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL RECUPERATION AND DENSITY

CONFIDENTIAL

MOTOR VEHICLES AND TANKS PLANTS

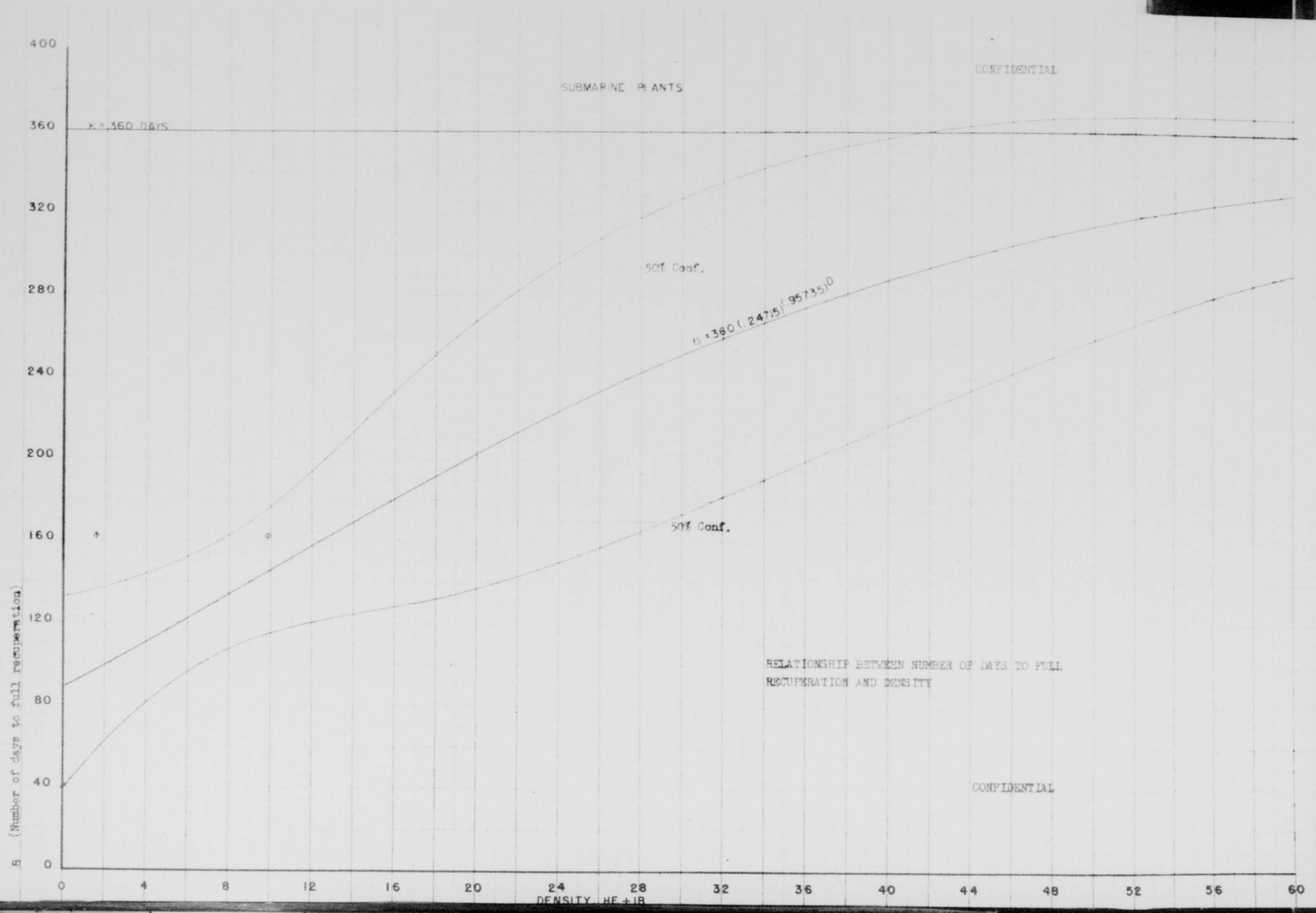
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RELATIONSHIP BETWEEN PRODUCTION LOSS AND DENSITY

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REF ID: A66538

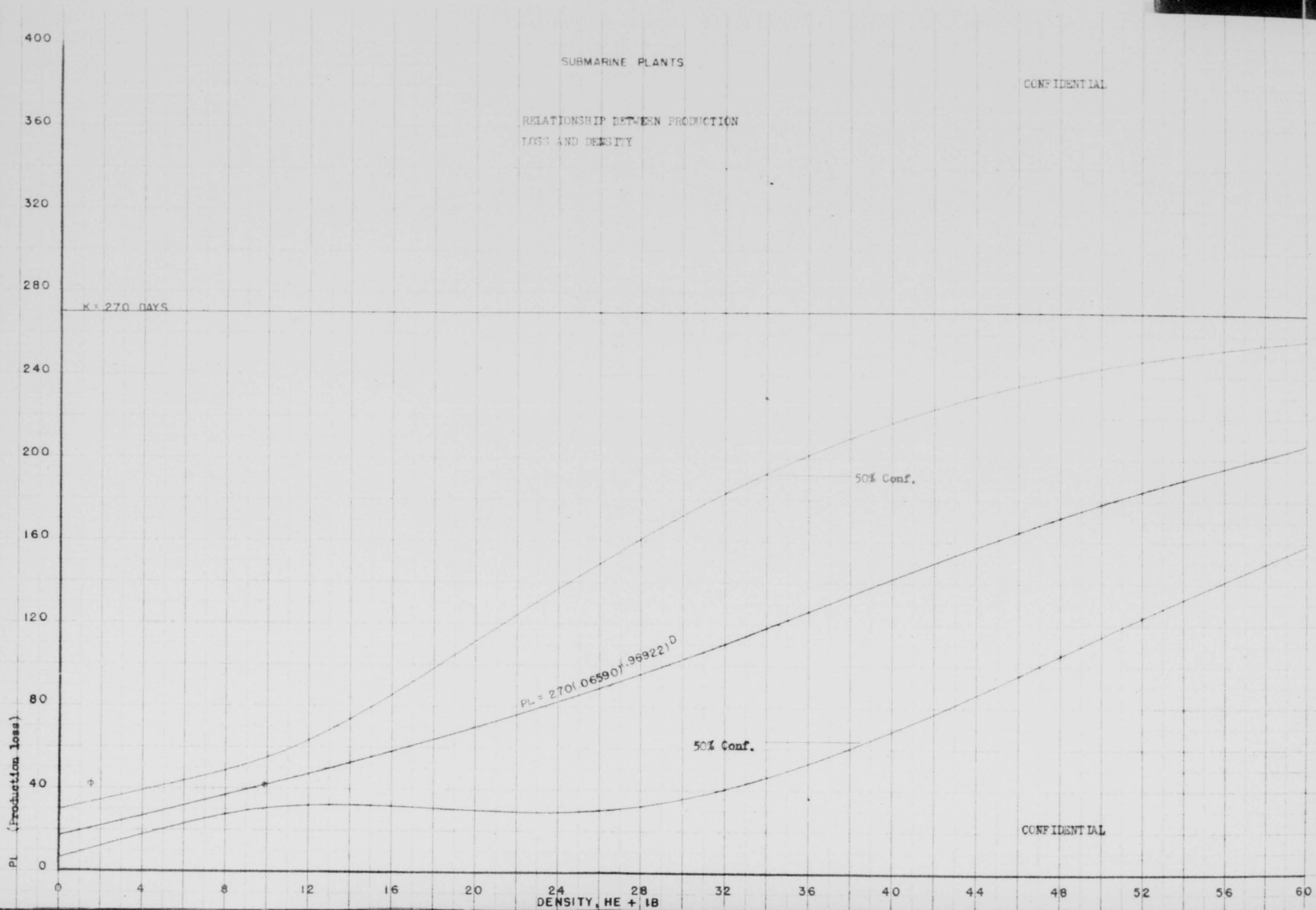




SUBMARINE PLANTS

CONFIDENTIAL

RELATIONSHIP BETWEEN PRODUCTION  
LOSS AND DENSITY

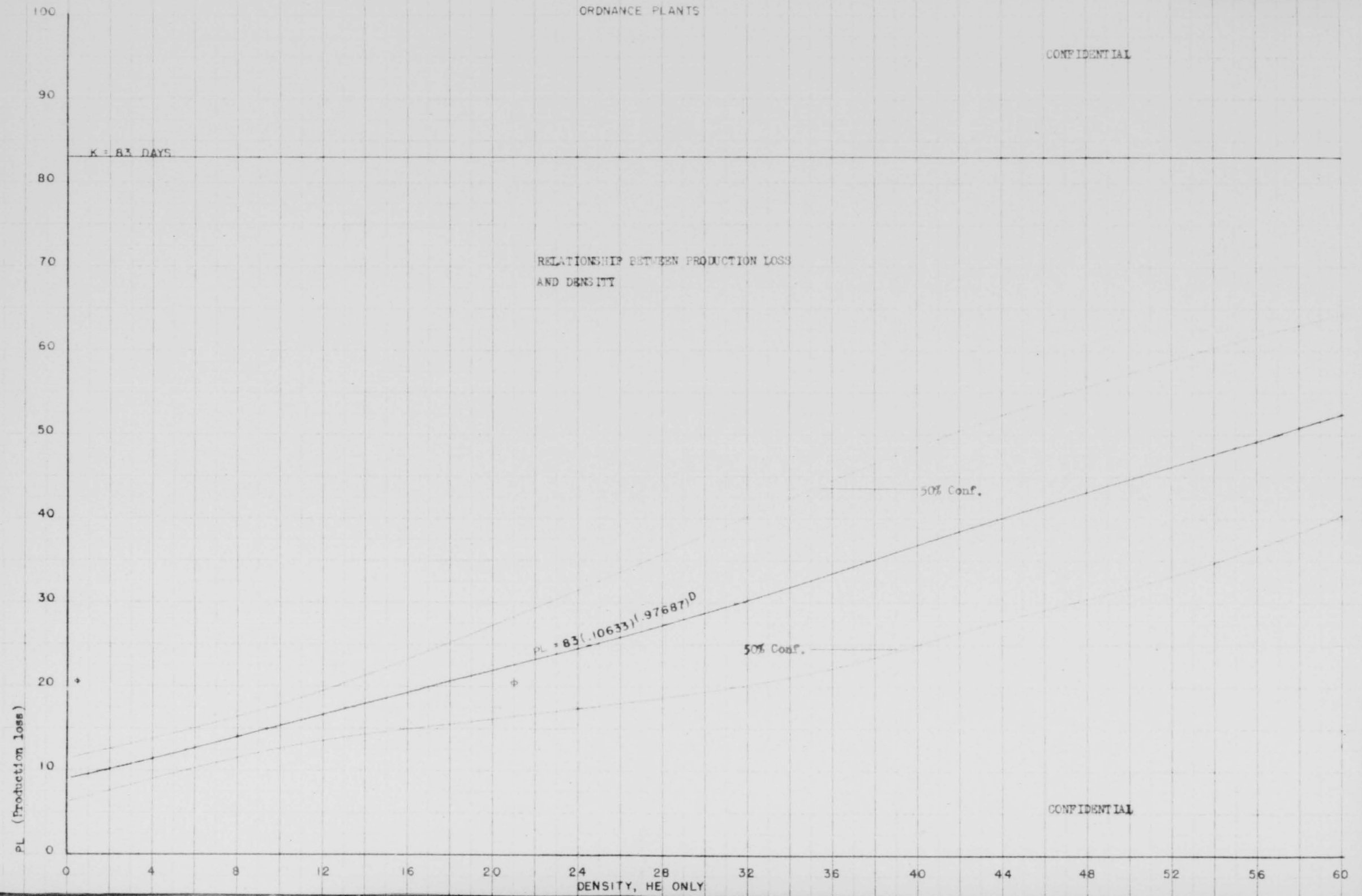


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PERIODICALLY

ORDNANCE PLANTS

CONFIDENTIAL



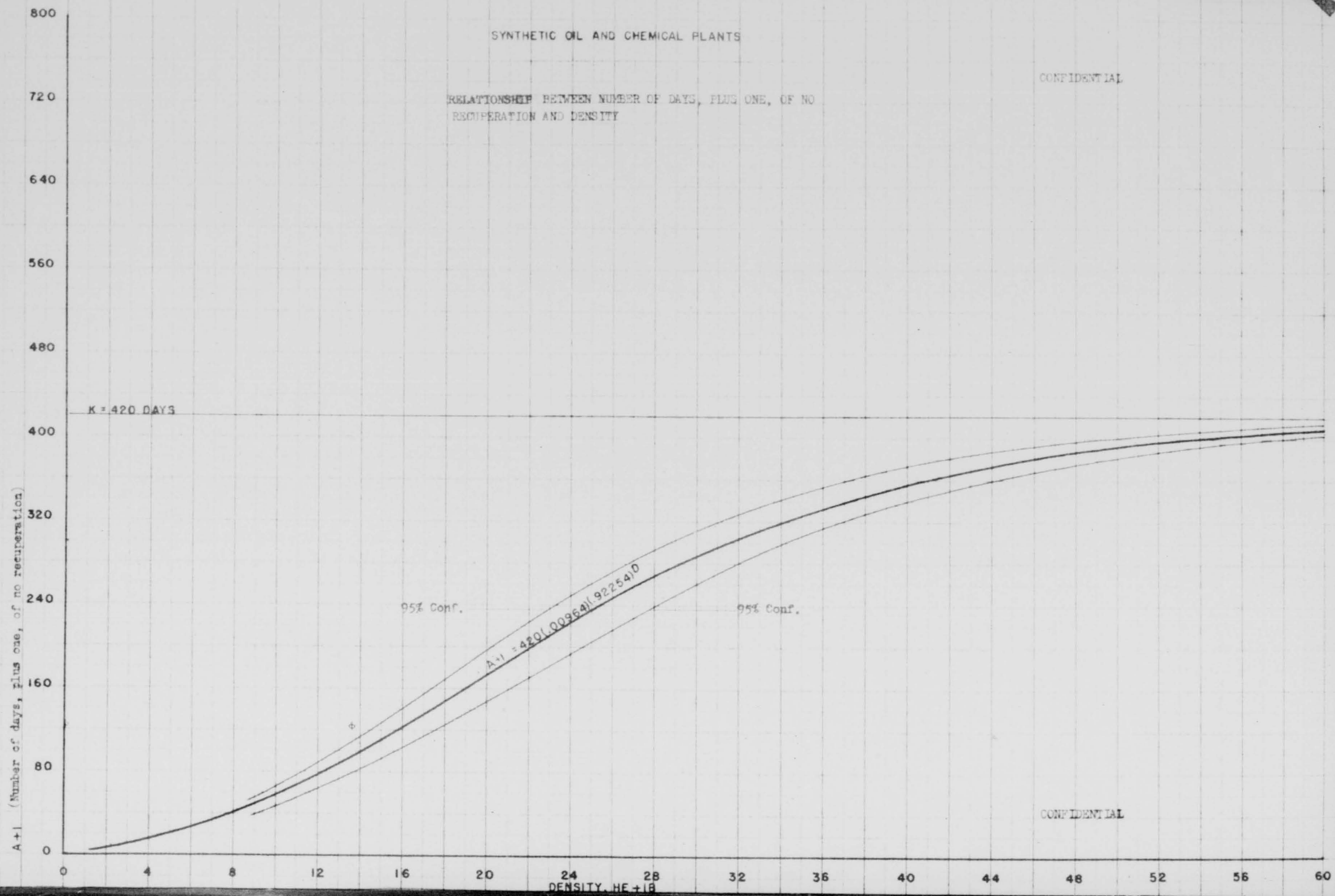
RELATIONSHIP BETWEEN PRODUCTION LOSS AND DENSITY

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SYNTHETIC OIL AND CHEMICAL PLANTS

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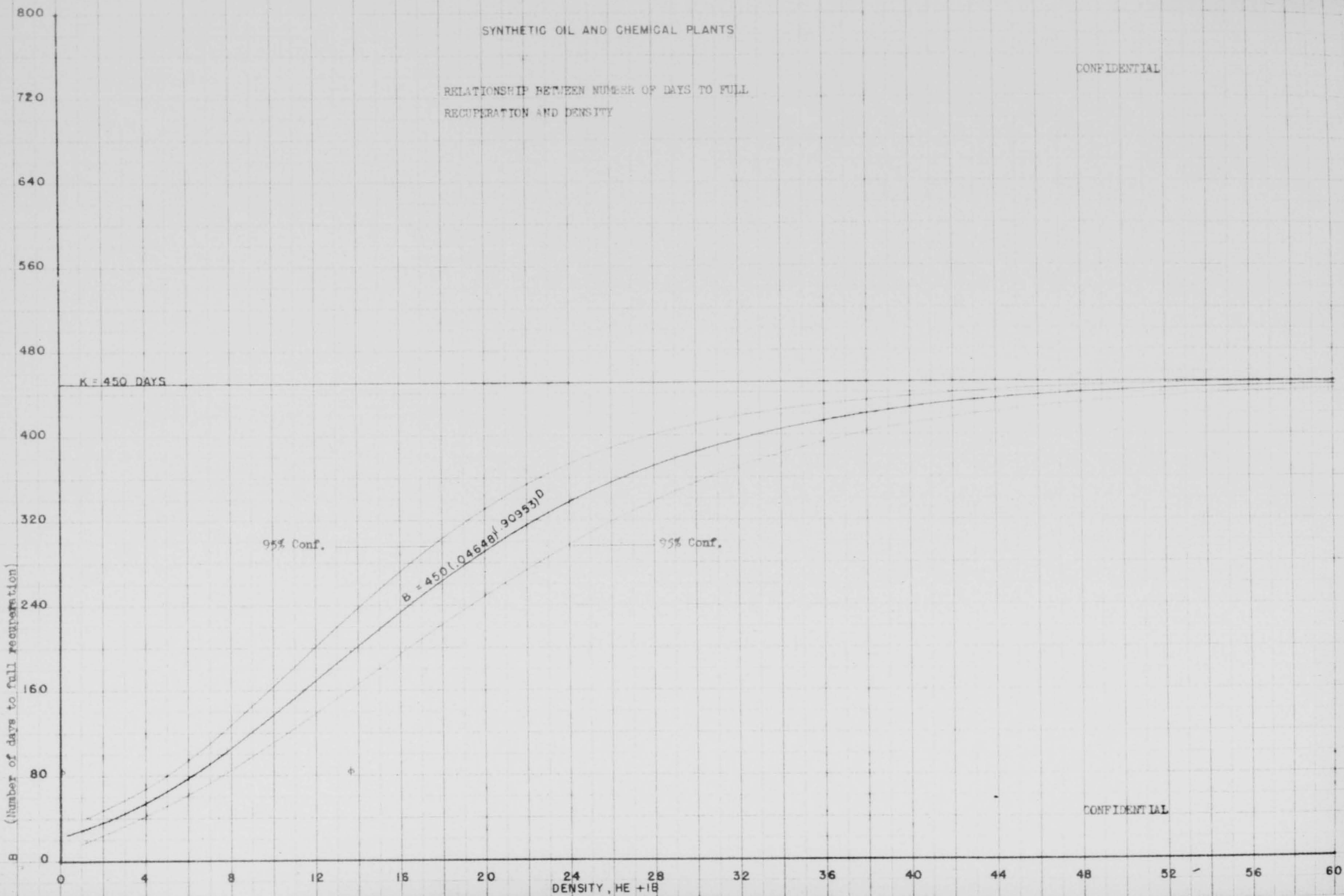
RELATIONSHIP BETWEEN NUMBER OF DAYS, PLUS ONE, OF NO RECUPERATION AND DENSITY



SYNTHETIC OIL AND CHEMICAL PLANTS

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RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL  
RECUPERATION AND DENSITY



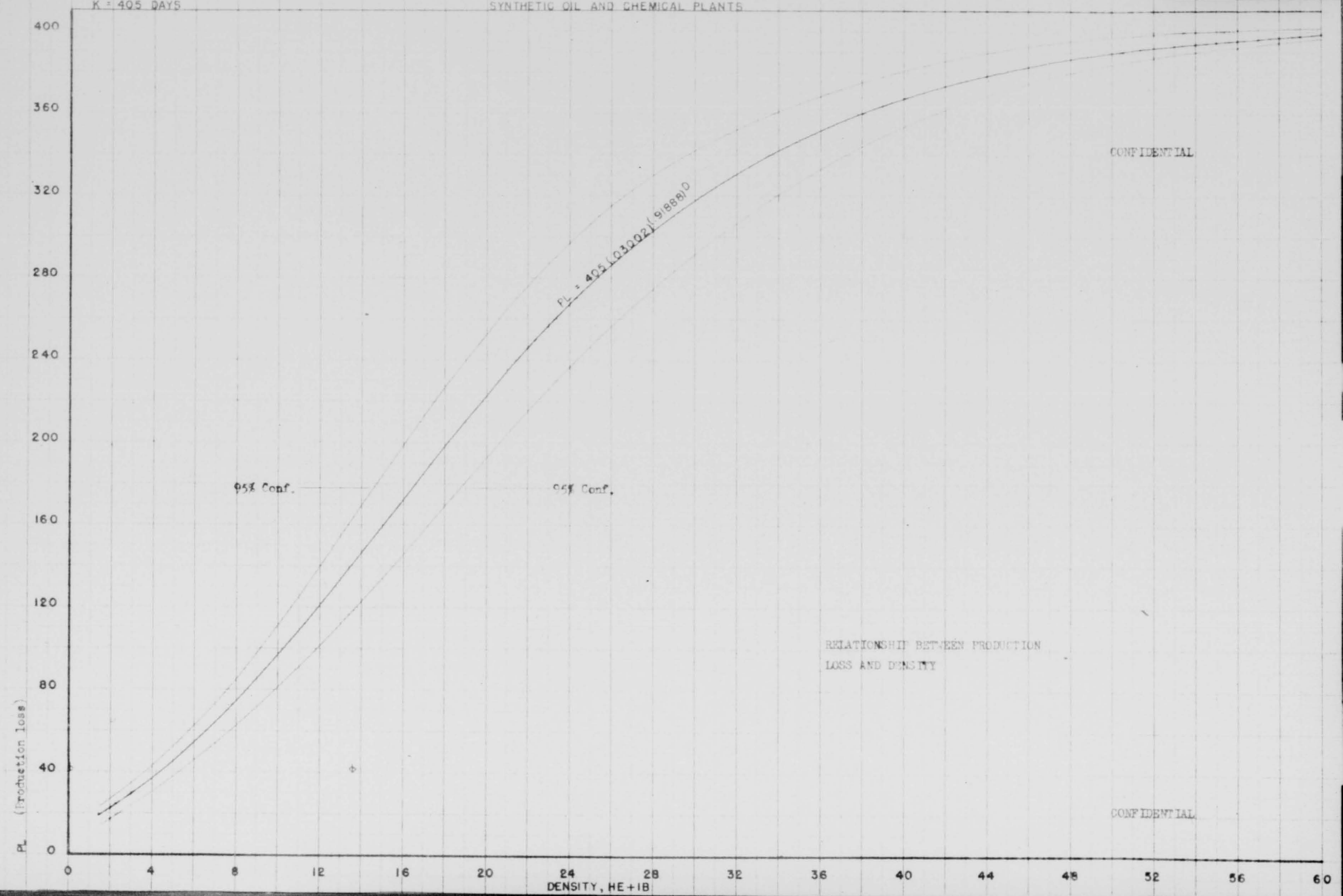
PROJECT: Case 11-10-01  
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EUGENE DIEZGEN  
10/17/53

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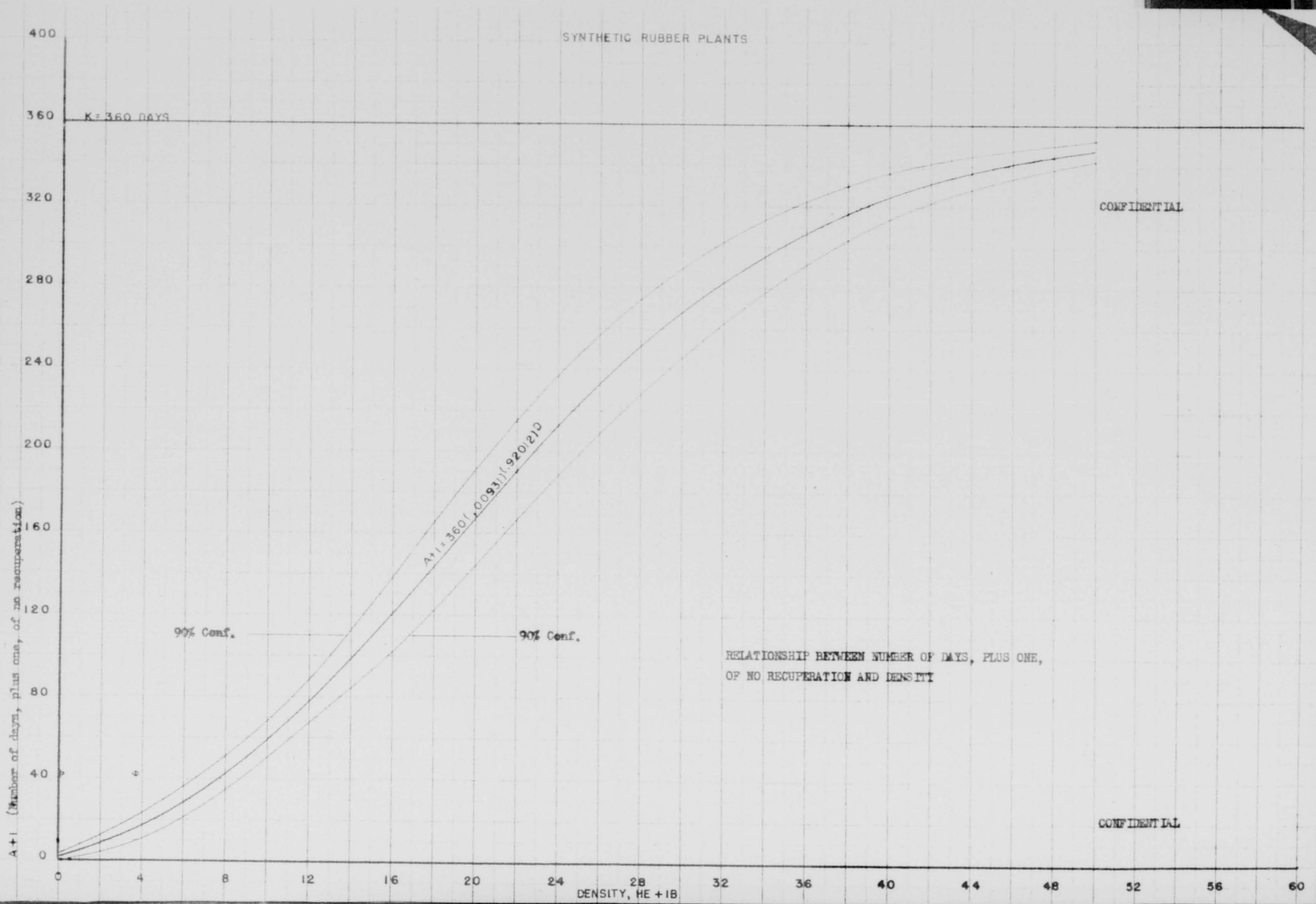


K = 405 DAYS

SYNTHETIC OIL AND CHEMICAL PLANTS



SYNTHETIC RUBBER PLANTS



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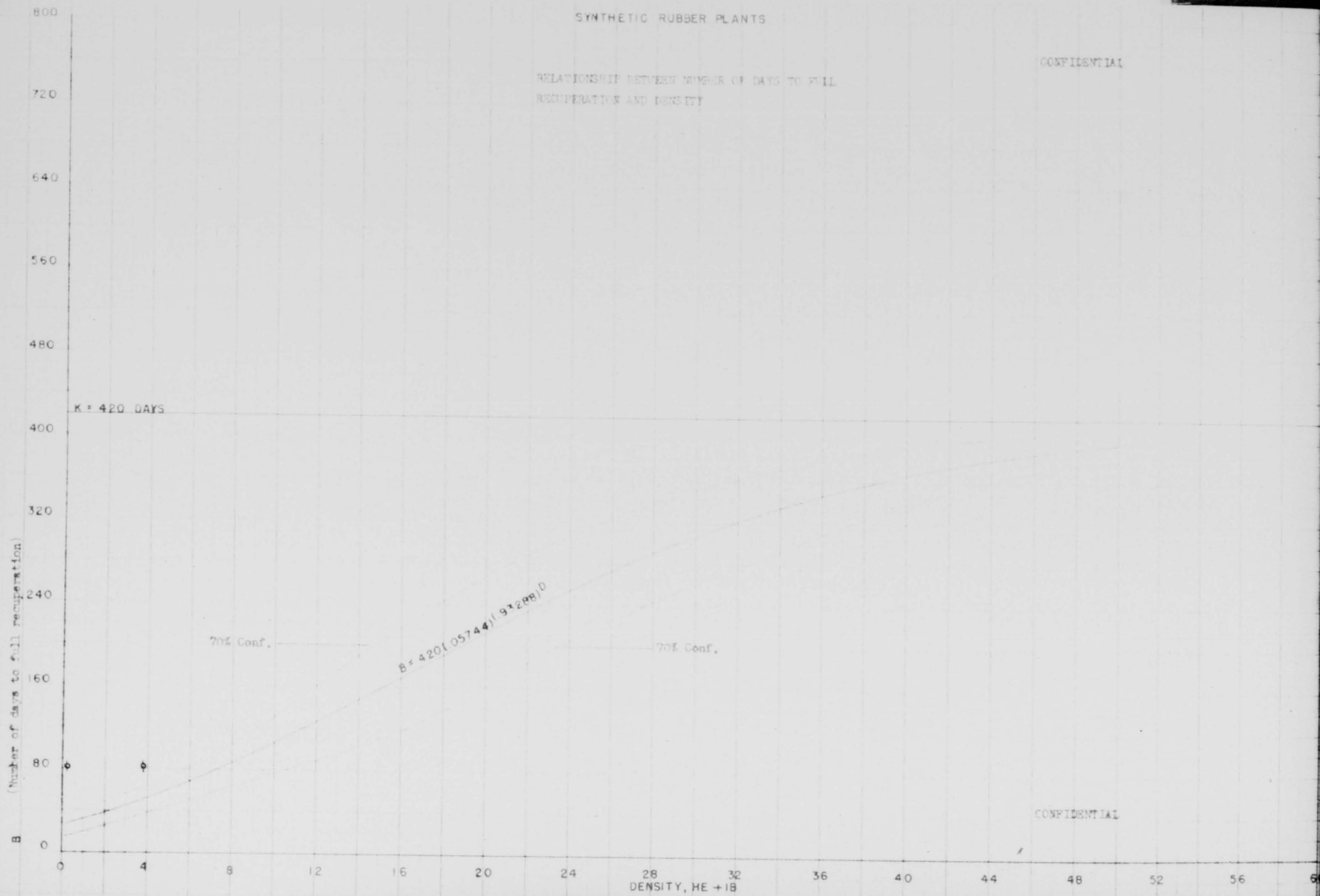
RELATIONSHIP BETWEEN NUMBER OF DAYS, PLUS ONE,  
OF NO RECUPERATION AND DENSITY

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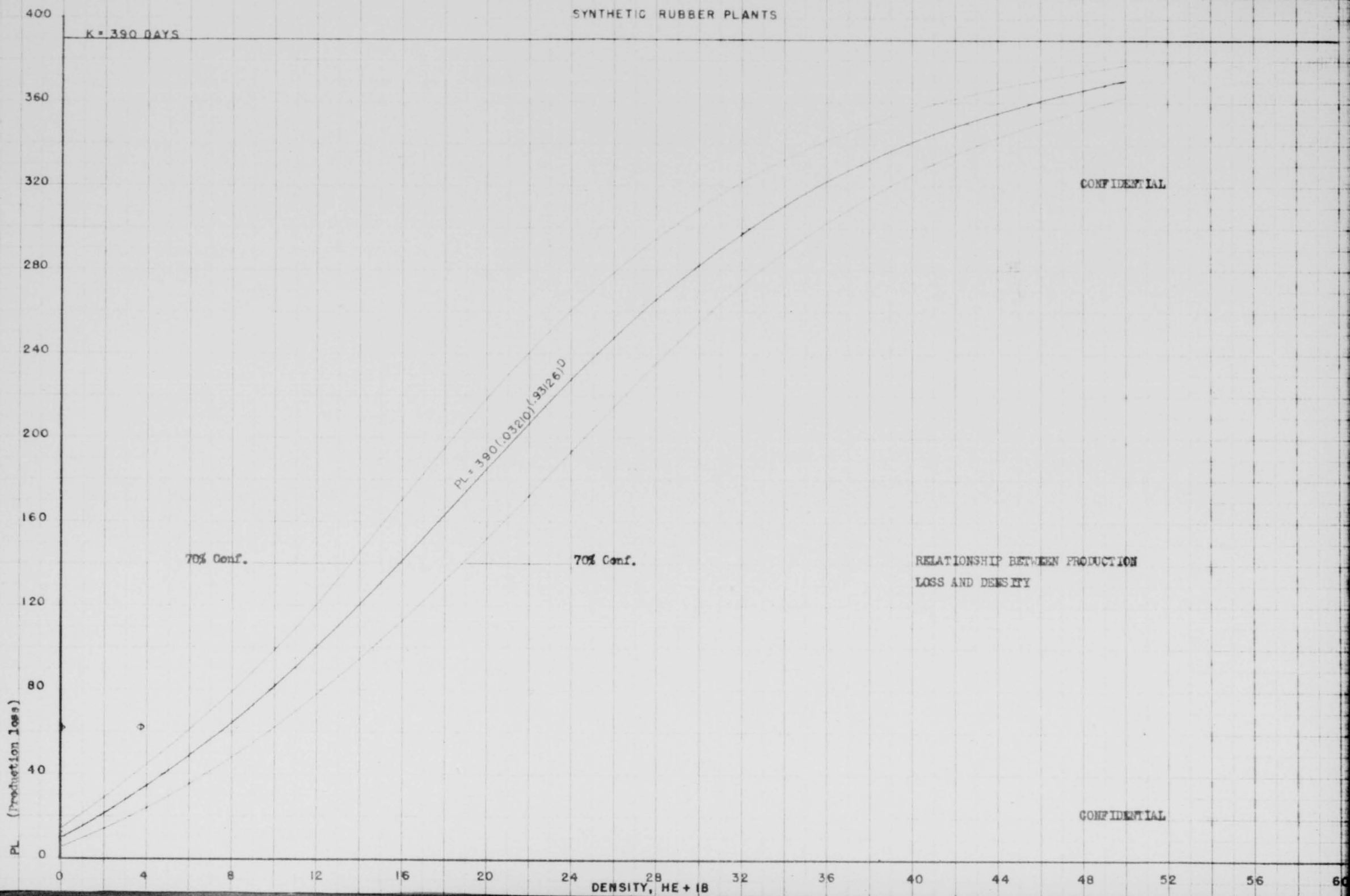
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RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL  
RECUPERATION AND DENSITY

CONFIDENTIAL



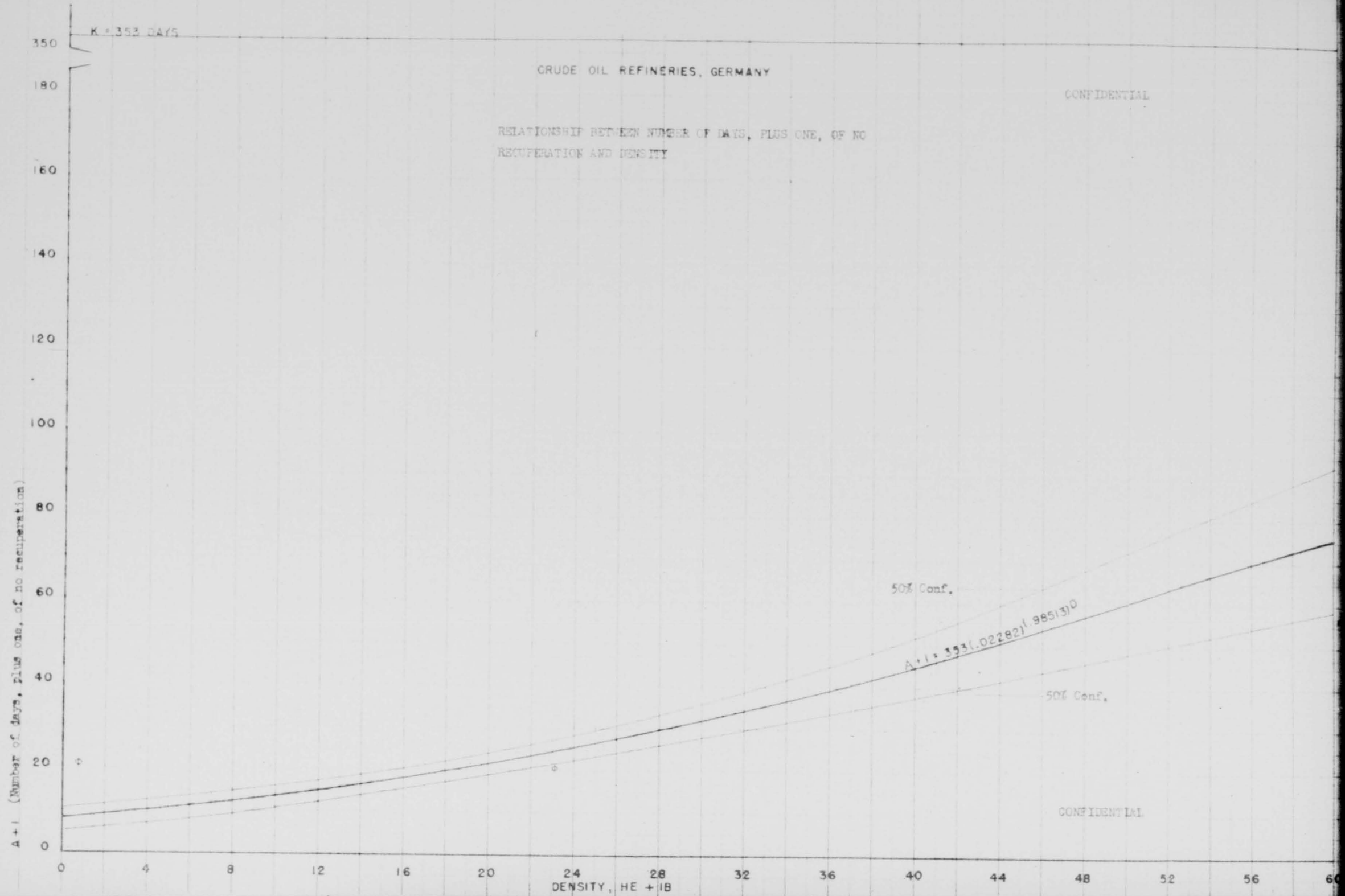
SYNTHETIC RUBBER PLANTS



CRUDE OIL REFINERIES, GERMANY

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RELATIONSHIP BETWEEN NUMBER OF DAYS, PLUS ONE, OF NO  
RECUPERATION AND DENSITY





CRUDE OIL REFINERIES, GERMANY

K = 364 DAYS

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RELATIONSHIP BETWEEN NUMBER OF DAYS TO  
FULL RECUPERATION AND DENSITY

B (Number of days to full recuperation)

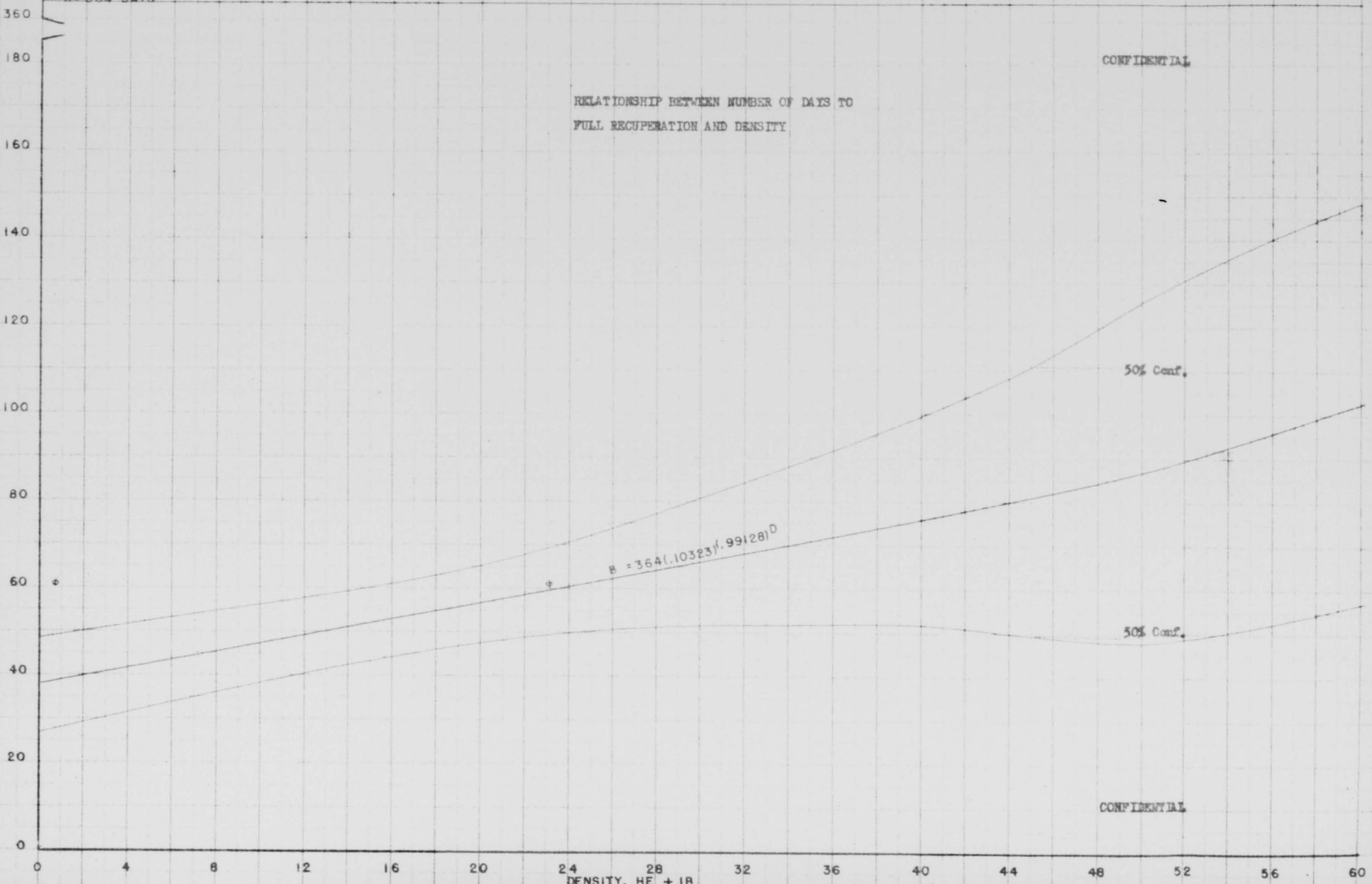
$$B = 364(.10323 + (.99128)D)$$

50% Conf.

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DENSITY, HE + 1B

REPECT CROSS SECTION  
TO X-D TO THE HALF-INCH

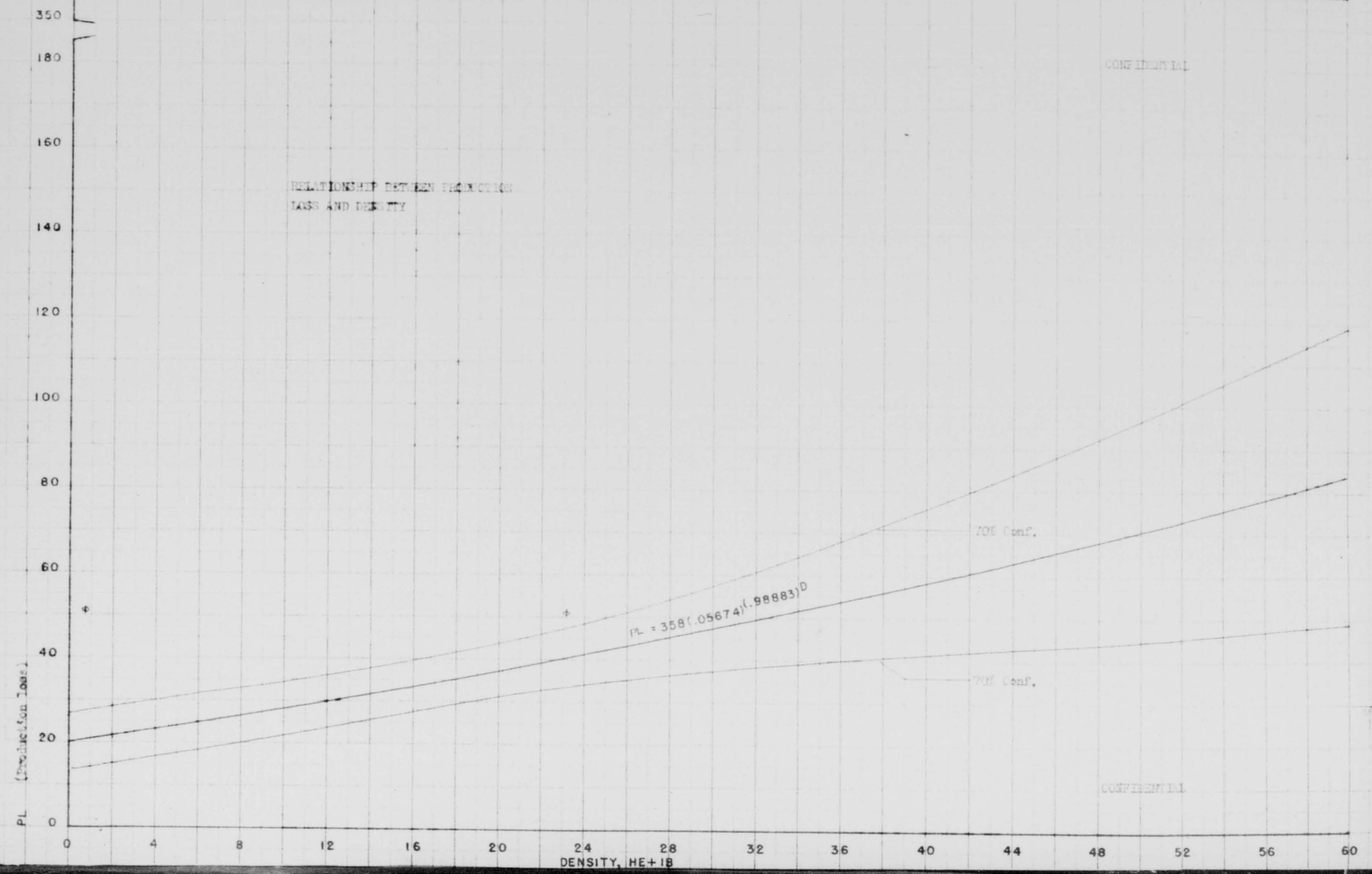


CRUDE OIL REFINERIES, GERMANY

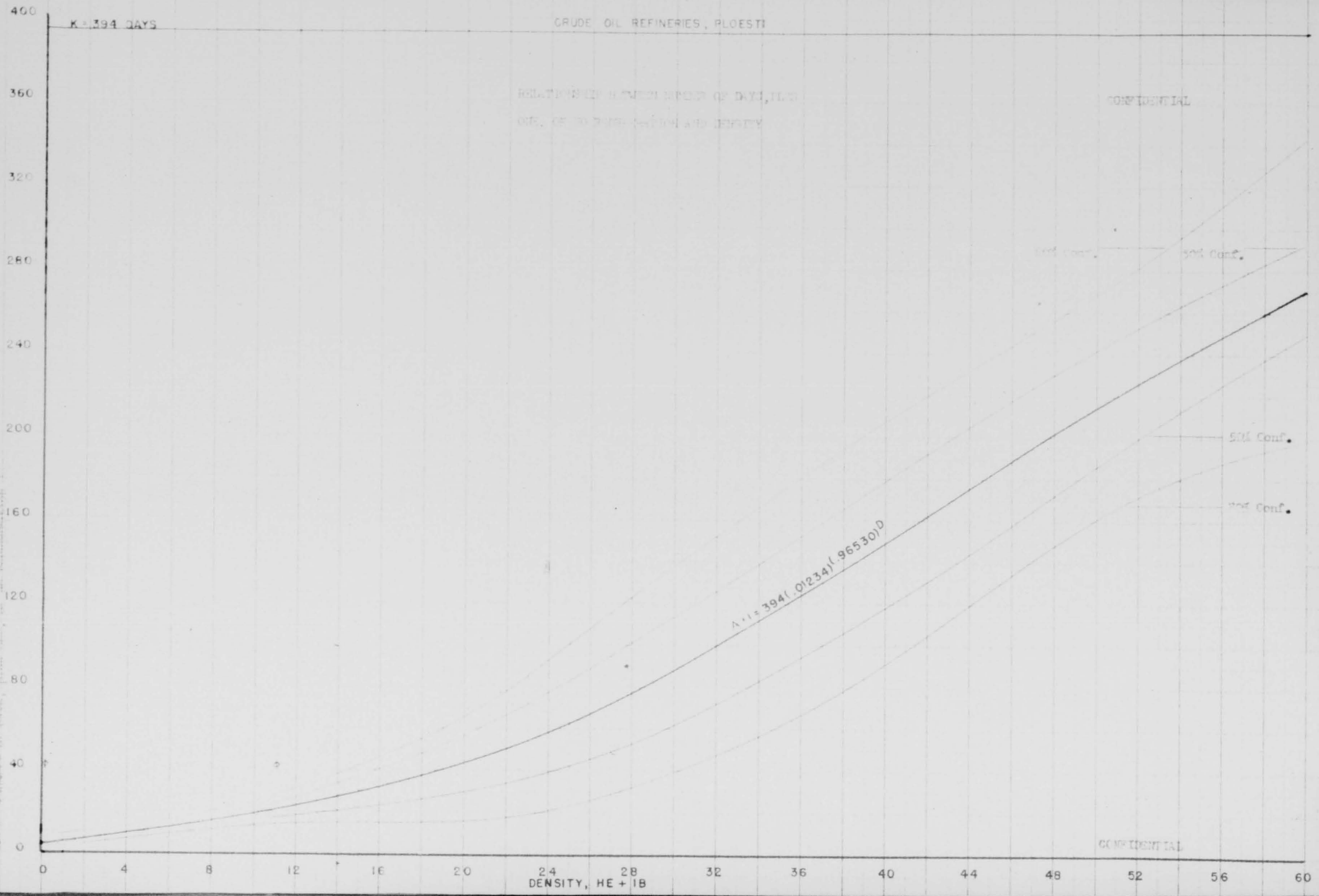
K = 358 DAYS

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RELATIONSHIP BETWEEN PRODUCTION LOSS AND DENSITY

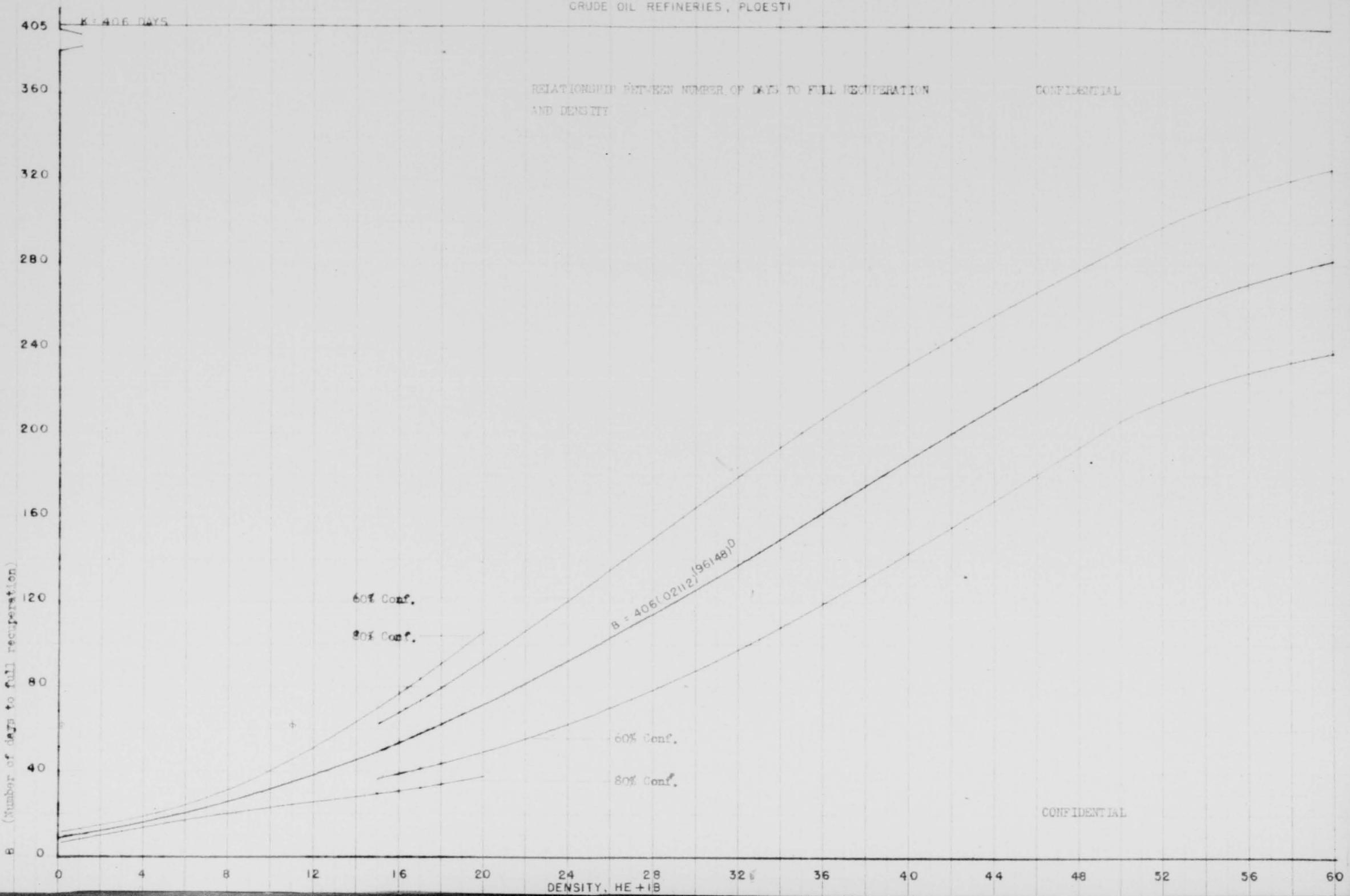


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CRUDE OIL REFINERIES, PLOESTI



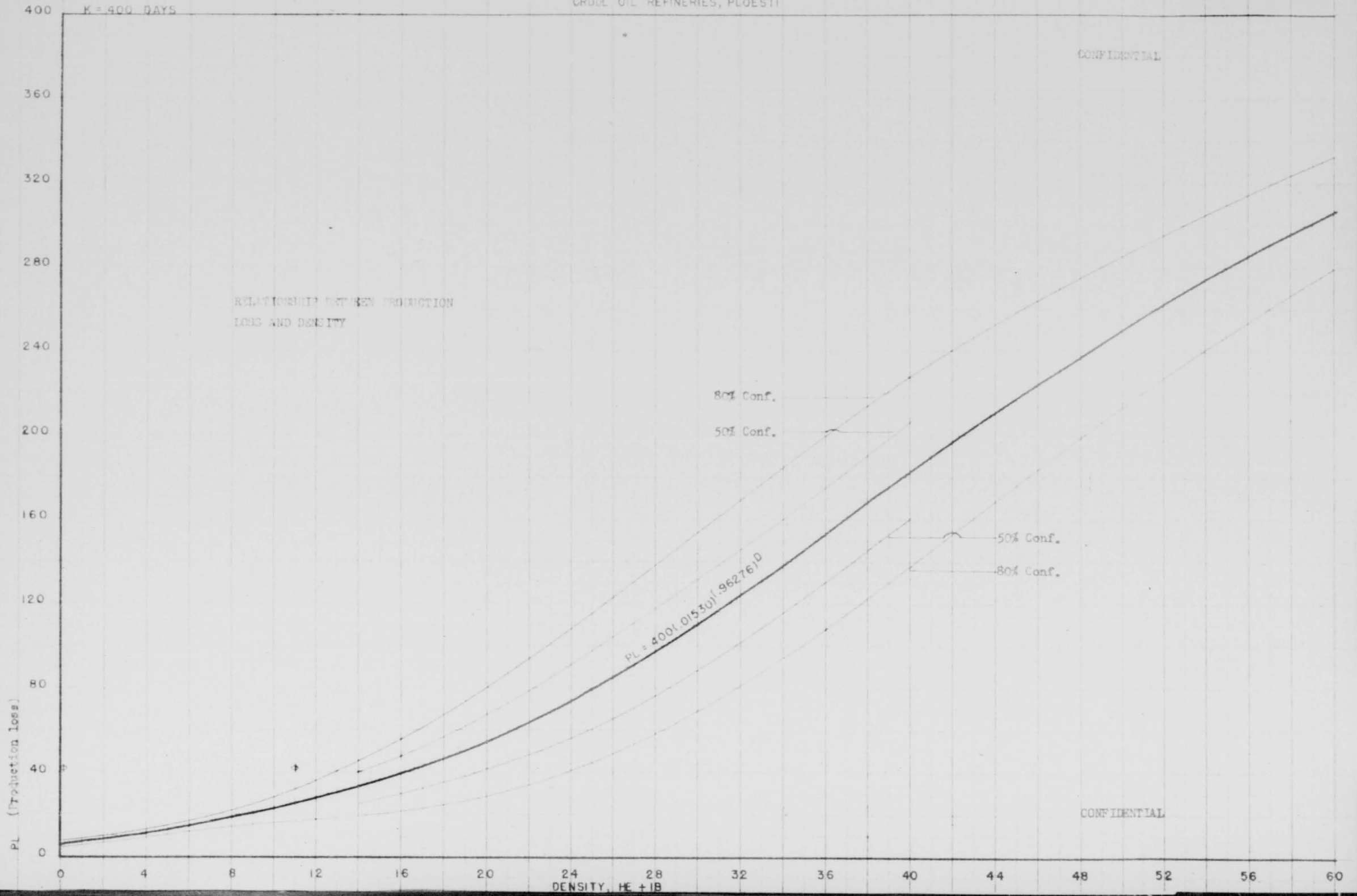
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Oil & Gas Section

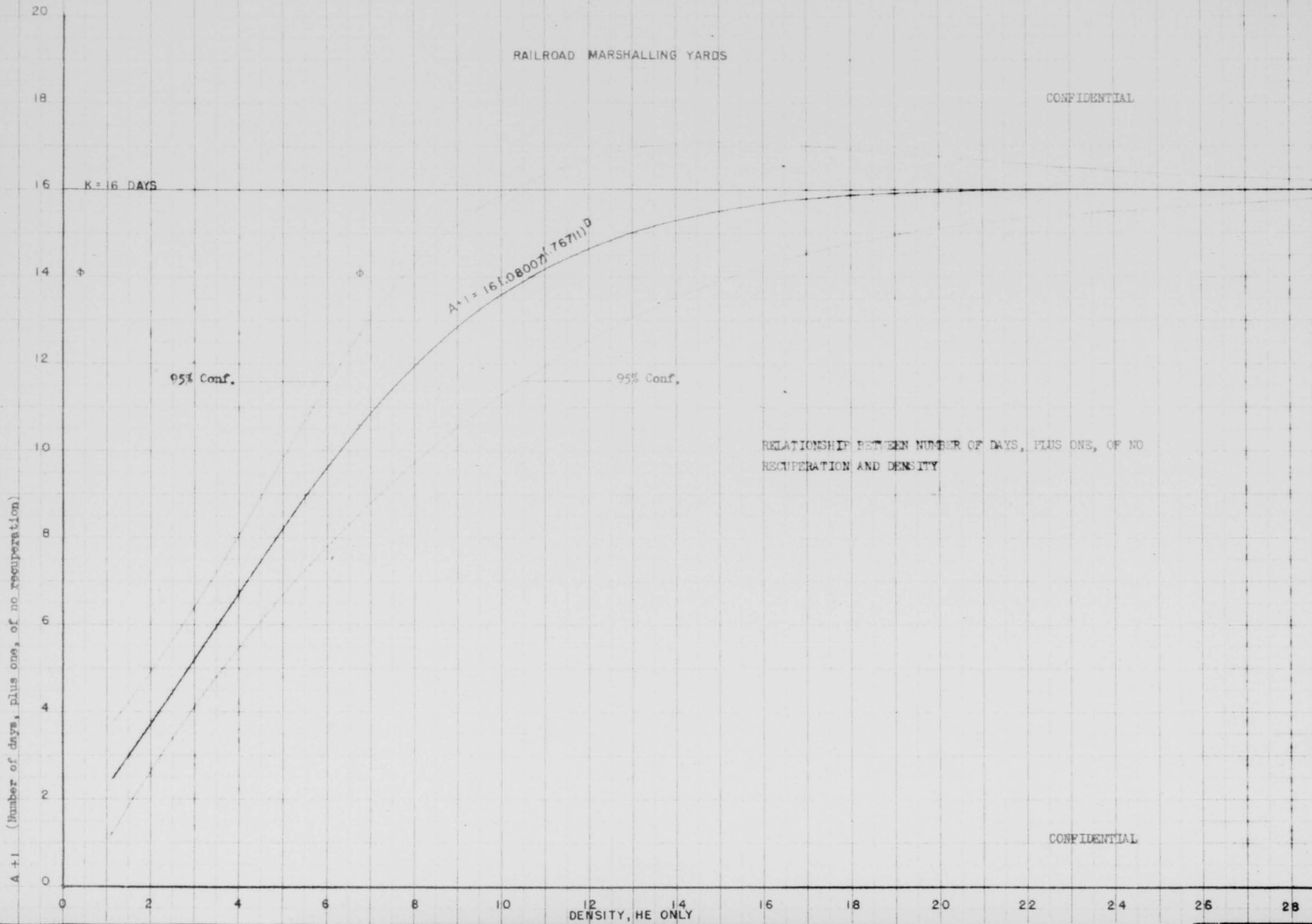
CRUDE OIL REFINERIES, PLOESTI

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RAILROAD MARSHALLING YARDS

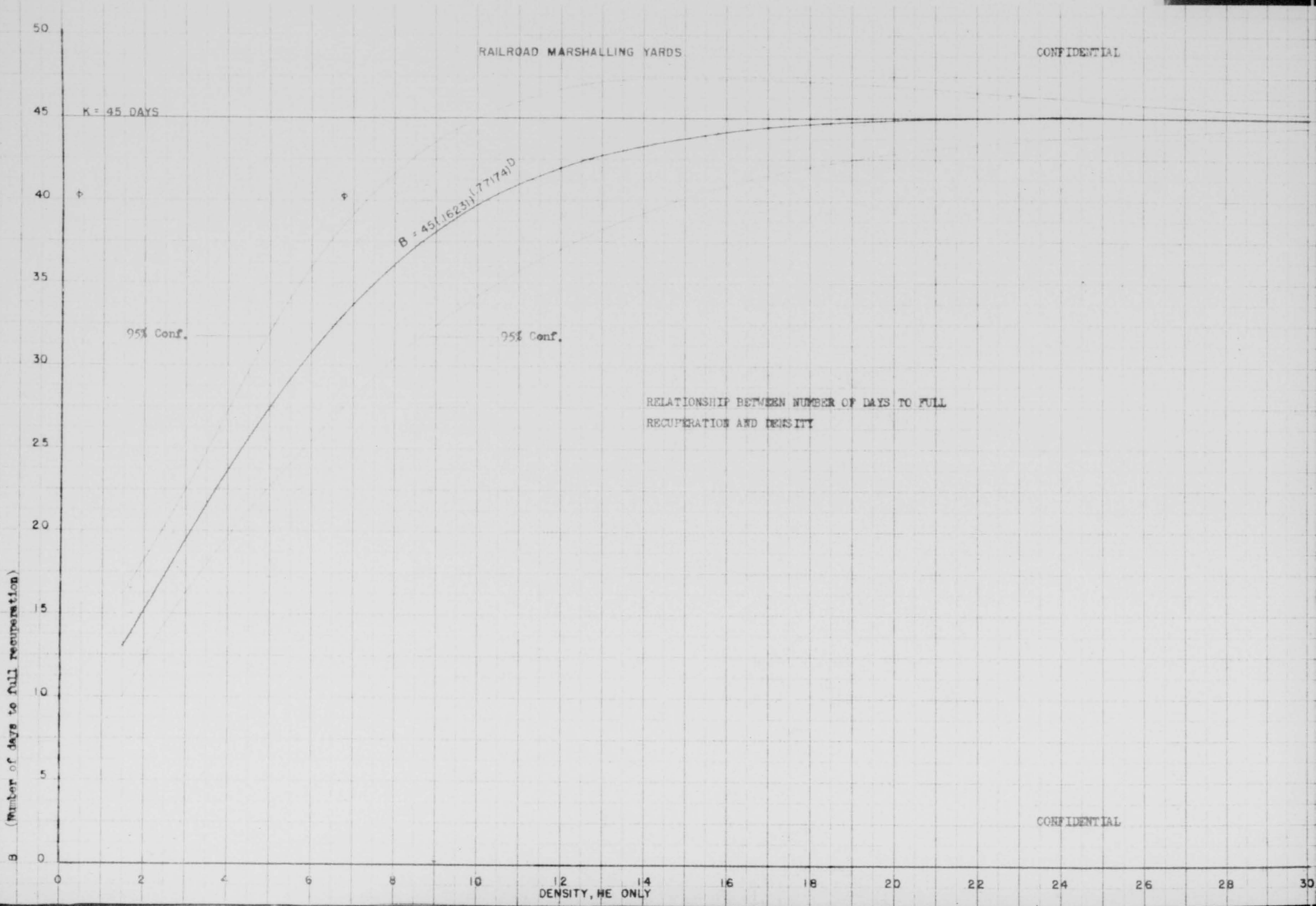
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RAILROAD MARSHALLING YARDS

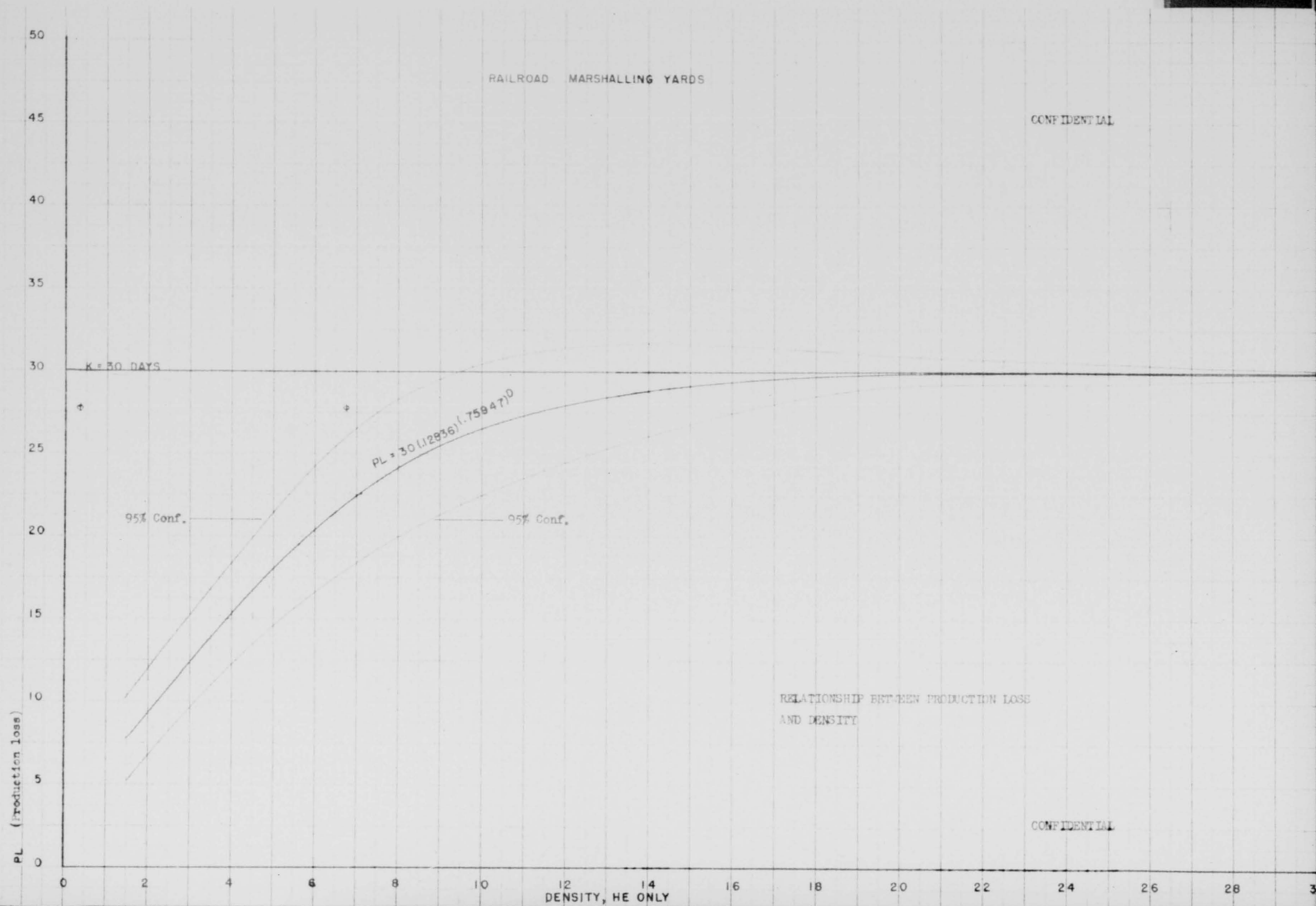
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RAILROAD MARSHALLING YARDS

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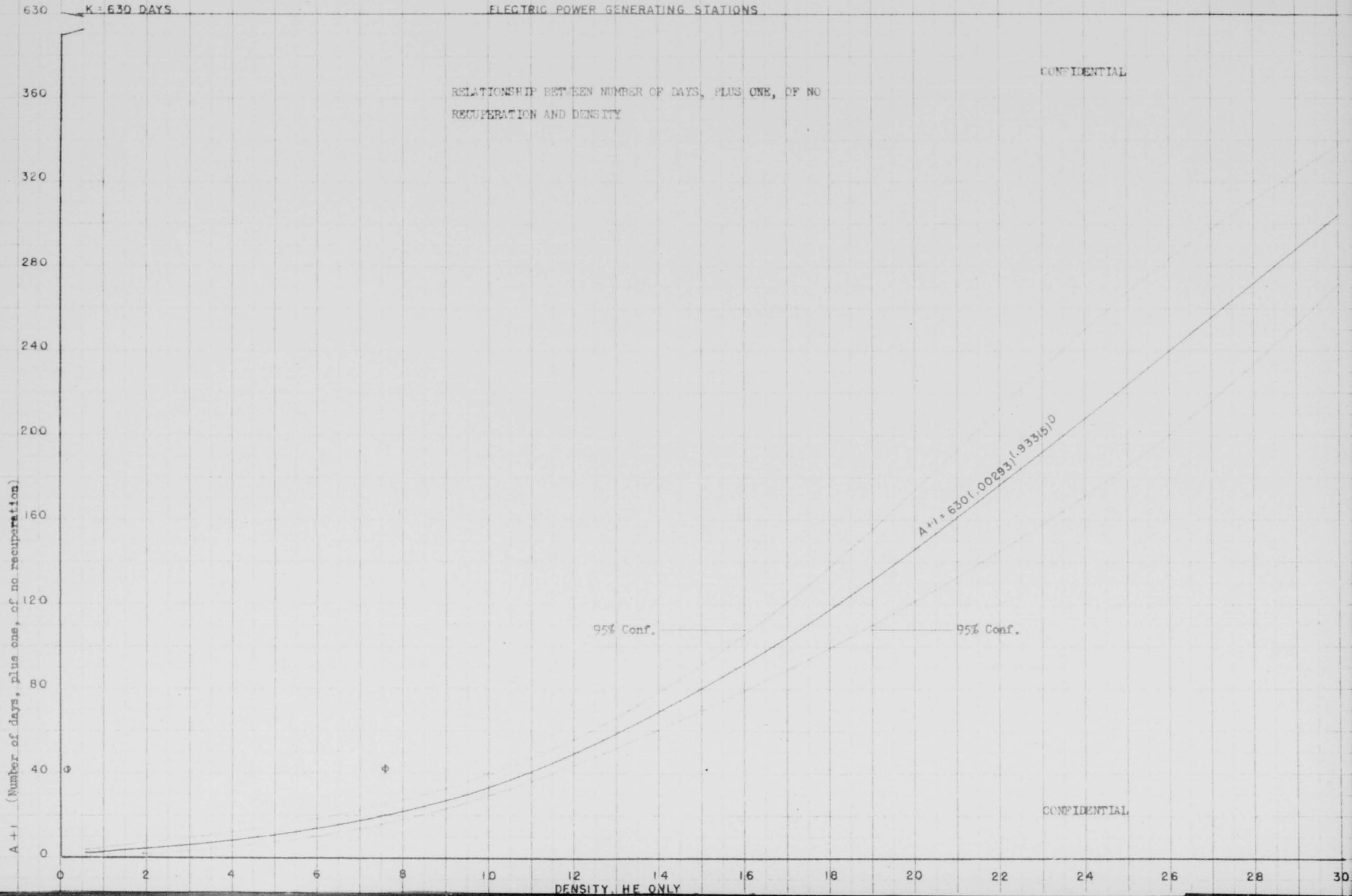




ELECTRIC POWER GENERATING STATIONS

CONFIDENTIAL

RELATIONSHIP BETWEEN NUMBER OF DAYS, PLUS ONE, OF NO RECOVERY AND DENSITY

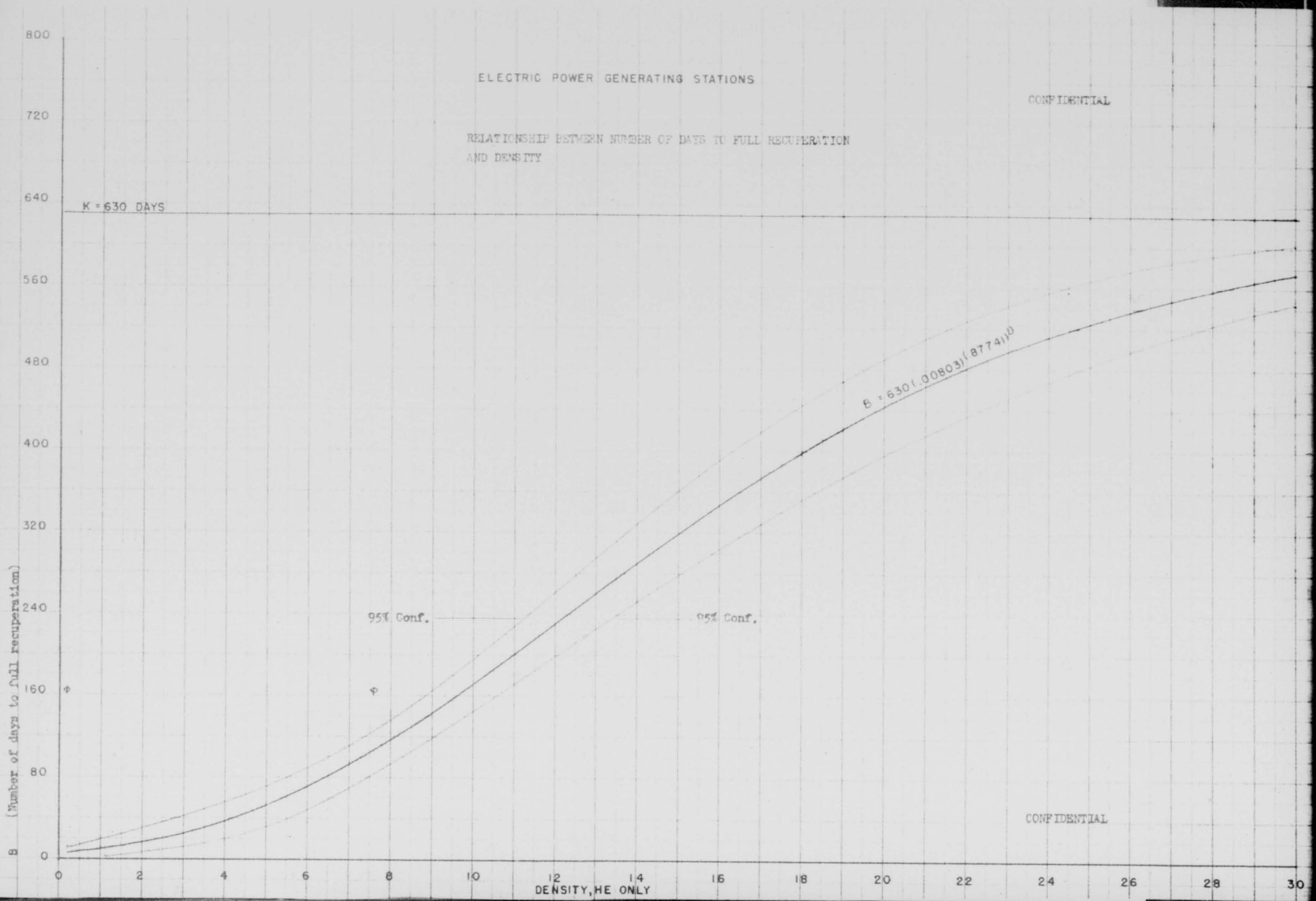


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ELECTRIC POWER GENERATING STATIONS

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RELATIONSHIP BETWEEN NUMBER OF DAYS TO FULL RECOVERY  
AND DENSITY



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ELECTRIC POWER GENERATING STATIONS

K = 630 DAYS

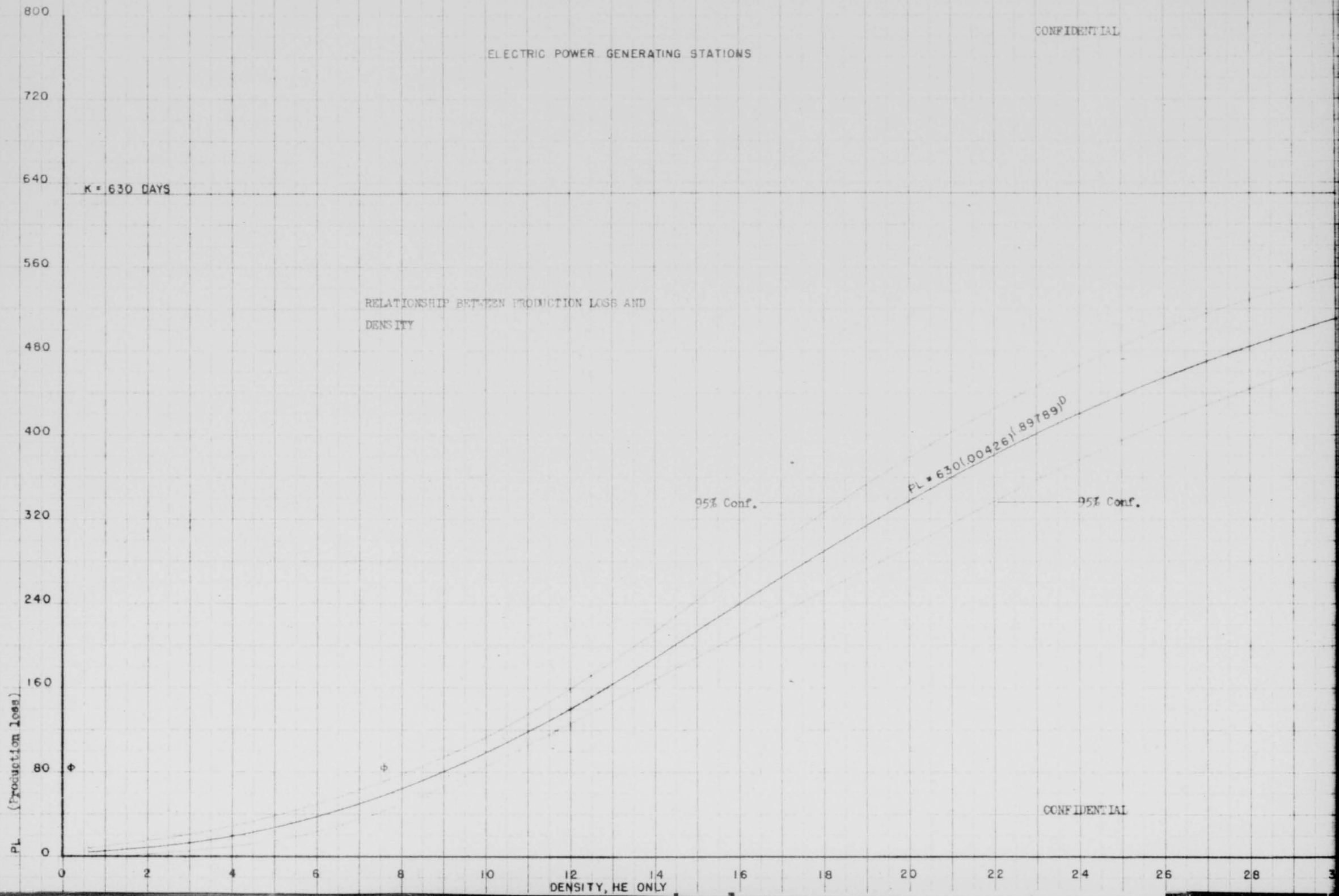
RELATIONSHIP BETWEEN PRODUCTION LOSS AND DENSITY

$PL = 630(0.00426)^{0.89789} D$

95% Conf.

95% Conf.

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A STUDY OF THE PRODUCTION LOSS ASSOCIATED  
WITH STRATEGIC BOMBING

Final Report of Phase I

Historical Analysis of European Air Attacks

The relationship between unadjusted production loss and bomb density  
for individual attacks against individual industrial installations.

Volume III Estimates and German Predictions  
of Production Loss and Recuperation

Prepared under the direction of

Carl F. Kossack

Director, The Statistical Laboratory

Purdue University

Submitted under the terms of a contract with Purdue  
Research Foundation, AF 33(038)-10901

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VOLUME III

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#### INTRODUCTION

This volume consists of estimates and German predictions concerning production loss and recuperation associated with air attacks as analyzed and presented in volumes I and II of this report. This collection does not represent analytical results, but is made up of statements found in the raw data as those data were being processed for analytical purposes. For the most part these estimates come from the U.S.S.B.S. published reports, but occasionally other sources yielded such estimates. The extent of this non-U.S.S.B.S. information can be noted by referring to Table 3, Volume I. In many cases these estimates and predictions will disagree with analytical results found elsewhere in this report. This disagreement was caused by supplementary information which was available and which, when applied to standardized methods, yielded different results.

It is felt that the predictions made by German plant officials shortly after an air attack are the most reliable statements herein, and these are marked with an asterisk. In many cases subsequent air attacks and conditions external to the economy of the plant altered recuperation from the original estimates. A study by J. A. Pierce (P.R.F. 591 Technical Report 21) reveals that German predictions of recuperability in the oil and chemical industries were very accurate when compared with the post-attack recuperation that actually occurred, if no subsequent air attack interrupted this recuperation period.

No specific use is recommended for this collection of estimates,

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since it might serve many purposes as long as the raw data aspects of the material are recognized. For instance, selected statements could be used as a general check for air attack planners when comparison could be made between the target plant and the selected German plants, or selected statements could be used as raw material for further investigations in bomb effectiveness research.

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GERMAN RECUPERATION ESTIMATES

AERO-ENGINES INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Bayerische Motorenwerke (Allach Plant)</u> 1000 BMW-801 Aero-Engines/Month	1 13 June 44	Combined loss of 47% of planned production (June 44 - Mar. 45)	-	-
	2-3 19-31 July 44		-	-
<u>Bussing Nag Flugmotorenwerke</u> 600 DB-605 Aero-Engines/Month	4 5 Aug 44	Combined loss of 780 engines, or one month's production	Approximately 100%	6 weeks
	5 24 Aug 44			
	6 9 Sept 44			
<u>Henschel Flugmotorwerk</u> Equivalent of 620 DB-605 Aero-Engines/Month	1 19 Apr 44	2000 aero engines, or equivalent of three months' production	100%	6 months
	2 7 Oct 44		100%	3 months
<u>Mitteldeutsche Motorenwerke</u> Equivalent of 650 Jumo-211 Aero-Engines/Month	3 7 July 44	830 engines, or 7 weeks' production	100%	3-4 months

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GERMAN RECOVERY ESTIMATES

LIGHT METALS INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECOVERY PERCENT	
			PERCENT OF TIME TO REACH RECOVERY	PERCENT
<u>Gebroeder Giilini</u> 8000 tons of alumina per month	2 9/10 Aug 43	5000 tons of alumina	100%	6 weeks
	3 21 Sept 43	4000 tons of alumina	100%	4 weeks
<u>Luftschiffbau Zeppelin</u> 100% production per month (only figure available)	1 20/21 June 43	100% for 9 days	45% Remaining 55%	5 days 100 days
	3-4 16-18 Mar 44	100% for approximately 7 days	80%	40 days
	5-6 21-27/28 Apr 44	100% for 10 days	80%	30 days
	7 20 July 44	100% for two months	30%	105 days
<u>Metallgesellschaft</u> 810 metric tons/month (aluminum and magnesium)	5 7 July 44	100% for two weeks	100%	90 days
<u>Verenigte Deutsche Metallwerke</u> 1100 tons of aluminum and magnesium/month	1 4 Oct 43	-	100%	60 days

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## GERMAN RECUPERATION ESTIMATES

## COKING INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF TIME TO REACH RECUPERATION	PERCENT
<u>Friedrich Thyssen, Hamborn</u>  1,327,673 m.t./yr. (1943)	9 14 Oct 44	67% for last qtr. of 1944	40%	3 months
<u>Dortmund Hoerde Huttenverein</u>  53,589 m.t./mo. (based on average 9/39 - 1/43)	1 23/24 May 44	½ mo. output lost in May and June 44 (21.6% in May and 28.5% in June)	100%	6 weeks
	2 29 Nov 44	2 mo. output Nov 44 - March 45  Production Loss Schedule as a result of 29 Nov 44 attack is: Nov 44 - 6.1% Dec 44 - 21.0% Jan 45 - 37.8% Feb 45 - 50.9% Mar 45 - 63.0% (until the 12th)	62%	"slow recovery"
<u>Nordstern Coking Plant, Gelsenkirchen</u>  4,200 m.t./mo.	1 13 June 44	63% (June 44) By 1 Oct 44 loss was 28% of pre-attack level	72%	5 months



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GERMAN RECUPERATION ESTIMATES

IRON AND STEEL INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF TIME TO REACH RECUPERATION	PERCENT
<u>Neuenkircher Eisenwerke A.G.</u>  60,000 m.t./mo.	3 27 May 44	(1 - 2 months)	-	-
<u>Friedrich Alfred Hutte</u>  1,100,528 m.t./yr. (1943)	1 13 Feb 43	100% (36 hours)	-	-
	2 21 May 44	-	100%	1 month
	3 14 Oct 44	100% (10 days)	-	-
	4 30 Nov 44	100% for 90 days in one of the three blooming mills and three of the four finishing units.  50% for duration of war	-	-
<u>Dortmund-Horder Huetteneverein A.G.</u> <u>Dortmund Plant</u>  792,000 m.t./yr.	8 4/5 May 43	-	80%	2 months
	9 23/24 May 43	-	-	-
<u>Dortmund-Horder Huetteneverein A.G.</u> <u>Horde Plant</u>  936,000 m.t./yr.	4 10 June 44	17% (ingots) of average for the first half of the year.	80%	2 months
<u>Reichswerke Hermann Goering</u>  1,000,000 m.t./yr. (1944) 800,000 tons (ingots) average (1943 and 1944)	20 14 Jan 45	75.5% during month of Jan.		

Note:  
Owing to the fact that new blast furnaces were being put into operation throughout the war (Goering's 4-year plans) the production potential of the plant varied from time to time. Therefore, the P.L.'s here given are figured using as Production Potential the estimates given by the plant management as that possible had the attack not occurred.

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GERMAN RECUPERATION ESTIMATES

IRON AND STEEL INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Bochumer Verein fuer Gusstahlfabrikation</u>  1,200,000 m.t./yr. ingots  800,000 m.t. ingots produced in 1943	10 13 May 43	May 43 to Sept 43 - production held at approximately 60%	68%	4 months
	11 12 June 43		-	-
	13 25 June 43		-	-
	16 29 Sept 43	73%	85%	6 months
	29 4 Nov 44	100% (28 days)	7%	Approximately 10-11 weeks
<u>Eisen und Hüttenwerke</u>  1,200 m.t./mo. of steel casting	1 13 May 43	65% (1 month)	unknown	8 months "recovery time"
	2 12 June 43			

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## GERMAN RECUPERATION ESTIMATES

## MOTOR VEHICLES AND TANKS

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Auto-Union A.G., Seigmar Plant</u> 800 tank engines/mo.	1 11 Sept 44	2,787 tank engines (Sept, 44 - March 45)	-	-
<u>Maschinenfabrik, Augsburg-Kurnberg</u> 200 index units/mo.	6 19 Oct 44	644 tanks (4.5 months of pre-attack production)	-	-
<u>Muhlenbau Industrie A.G.</u> 4700 tons of tanks/mo.	4 8 Apr 44	50 tank destroyers	-	-
	7 14/15 Oct 44	78 tank destroyers	-	-
<u>Adam Opel</u> 1,655,965 Reichmarks worth of products/mo.	1 20 July 44	100% (10 days)	Never exceeded 60%	-
	2-3 12/13-25/26 Aug 44	70% (August) 85% (September)	-	-
<u>Renault Motor Vehicles</u> 1200 trucks/mo. for analysis 1 800 trucks/mo. for analysis 2-3	1 3 Mar 42	2272 vehicles	-	-
	2 4 Apr 43	3000 trucks (estimated) 3072 (actual)	-	-
	3 15 Sept 43	250-400 trucks (estimated) 1877 (actual)	-	-

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GERMAN RECUPERATION ESTIMATES

SUBMARINE INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Blohm and Voss Shipyard, Hamburg</u> 3,400 submarine tons per month	7 24/25 July 43	After these attacks no keels were laid for additional Type VII-c submarines... P.L. of 20-25 submarines up to June, 1944.	-	-
	8 25 July 43		-	-
	9 29 July 43		-	-
	10 2/3 Aug 43		-	-
<u>Deutsche Schiff und Maschinbau A.G., Bremen</u> 3,100 submarine tons per month	15 29 July 44	2 week delay in launching of all subsequent submarines due to loss of 100-ton floating crane.	-	-

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GERMAN RECUPERATION ESTIMATES

ORDNANCE

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Hannoverische Maschinenbau A.G.</u> Shells, 75 mm. and over: 195,000/mo.  Guns, 105 mm. and over: 40/mo.  Field Guns: 210 mm. - 10/mo. (based on Aug. 44)	3 11 Sept 44	40% (shells) till 1 Jan. 1945	-	-
	4 26 Oct 44		-	-
<u>Friedrich Krupp Grusonwerke</u> 8,800 m.t./mo.	2 5 Aug 44	8 days	57% (guns) and 85% (shells)	] by 30 Sept 44
	3 11 Sept 44	-		
<u>Maschinenfabrik Augsburg-Nurnberg</u>  Unadjusted Production Potential:  3,000,000 R.M. value of guns and munitions production per month	2 25/26 Feb 44	100% (2 months)	100%	3 months

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GERMAN RECUPERATION ESTIMATES

ORDNANCE

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Henschel and Sohn</u> <u>G.m.b.H.</u> 120 pieces/mo. 75 mm. or larger guns	2 22 Oct 43	42% (5 months)	168%	4 months
	3 22 Sept 44	36% (4 months)	-	-
	5 28 Feb 45	62% for duration of war	-	Note: Attack No. 2, Henschel; This rise in production completely neutralized the loss from this attack by June 30, 1944.

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GERMAN RECOVERY ESTIMATES  
 SYNTHETIC OIL AND CHEMICAL INDUSTRIES

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECOVERY	
			PERCENT OF RECOVERY	TIME TO REACH PERCENT
<u>Ammoniakwerk,</u> <u>Mersburg-Leuna</u>  125 index units/ day	1 12 May 44	-	25*	26 days
			50*	29 days
			75*	37 days
			100*	48 days
	3 7 July 44	-	25*	5 days
			50*	6 days
			75*	11 days
	4 20 July 44	-	25*	3 days
			50*	7 days
			75*	11 days
	5-6 28-29 July 44	-	25*	52 days
			50*	113 days
			75*	162 days
	7 24 Aug 44	-	25*	71 days
			50*	110 days
			75*	138 days
8-11 11 Sept - 7 Oct 44	-	25*	67 days	
		50*	105 days	
17-19 6-12 Dec 44	-	25*	48 days	
		50*	94 days	
20-21 12-14 Jan 44	-	25*	57 days	

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GERMAN RECUPERATION ESTIMATES  
 SYNTHETIC OIL AND CHEMICAL INDUSTRIES

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>I. G. Farbenindustrie A.G. Oppau</u>  45 index units/day	1-2 23 Sept. 4 Oct. 43	Approximately 100% for 2-3 weeks	100*	5 weeks
	7 11 Feb. 44	3830 tons of ammonia	-	-
	8 31 July 44	220 tons of ammonia 20 tons of crude butyl oil 5 tons of crude methanol	-	-
<u>Rubroel Hydrogenation Plant</u>  110 index units/day	1 4 Apr 44	100% for 10 days  12,000 tons of total products	100	4 weeks
<u>Braunkohle Benzin, Zeitz</u>  210 index units/day	1-2 12, 28 May 44	-	Start up*	12 weeks
			2/3 capacity	20 weeks
			100	25 weeks
	4 30 Nov 44	-	75*	3 weeks
			100*	4 weeks



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GERMAN RECUPERATION ESTIMATES

SYNTHETIC RUBBER INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Ludwigshafen</u>	3 23 Sept 43	100% for 3 days	100	3 weeks
(Buna S)				
40 tons/day	5 17-18 Nov 44	200 tons of Buna-S rubber	-	-
1 Apr 43 - 31 Oct 43	6 11 Feb 44		-	-
60 tons/day				
1 Nov 43 - 29 Feb 44	8 31 July 44	800 tons of Buna-S rubber	-	-
68 tons/day				
1 Mar 44 - end of war	16-18 8-25 Sept 44	100% for 53 days, followed by one day's production, then 23 days of no production.	-	-
<u>Huels Synthetic Rubber Plant</u>	4 28/29 Dec 41	4800* tons of Buna-S	50*	4 weeks
(Crude Rubber)			80*	2 months
3300 tons/month			100*	3 months
1 Jan 42 - 31 Dec 42				
3900 tons/month	6 22 June 43	-	100	6 months
1 Jan 43 - end of war	7 22/23 May 44	5 days' production was lost	-	-

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## GERMAN RECUPERATION ESTIMATES

## CRUDE OIL INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACH NO AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Rhenania-Ossag Mineraloelwerke A.G., Hamburg Refinery, Hamburg</u>  27,500 equivalent m.t. of gasoline/mo.	2 20 June 44	100% (8 weeks)	-	-
	3 6 Aug 44	74% (one month)	-	-
<u>Rhenania-Ossag Mineraloelwerke A.G., Grasbrook</u>  15,000 equivalent m.t. of gasoline/mo.	1 20 June 44	100% (16 days)	-	-
<u>Deurag-Merag Refineries, Wisburg</u>  30,000 equivalent m.t. of gasoline/mo.	9 20 June 44	-	40% (low grade lubricants) 95% motor fuel	41 days
	10 24 Aug 44	-	Stated to be "recuperated"	1 week
	11 11-12 Sept 44	-	Stated to be "recuperated"	34 days
	12 20-21 Nov 44	100% for duration of war	-	-
<u>Ebano Asphalt A.G., Harburg Refinery, Hamburg</u>  21,000 equivalent m.t. of gasoline/mo.	6 21 Nov 44	100% (6 weeks)	-	-
	8 17 Jan 45	100% (8 days)	% unknown	8 days
<u>Romano Americana</u>  2500 m.t. crude input/day	3 31 May 44	100% (7 days) Pipe Still Unit	-	-

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## GERMAN RECUPERATION ESTIMATES

## CRUDE OIL INDUSTRY

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Standard Petrol Block</u> 1333 m.t. crude input/day	2 5 Apr 44	100% (12 days) overall 100% (2.5 weeks) in the distillation units	-	-
	3 29 Apr 44	10% (time not stated)	-	-
	4 5 May 44	100% (26 days) in the cracking unit	-	-
	6 31 May 44	100% (22 days) Battery No. 1	-	-
<u>Astra-Romana</u> 4867 m.t. crude input/day	1 1 Aug 43	100% (31 days) in McKee unit 100% (38 days) in Dubbs Cracking Unit 100% (25 days) in Kerosene & Lube Oil treating unit 100% (3 days) in Main Pump House	-	-
	13 17/18 Aug 44	100% (2 weeks)	-	-

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## GERMAN RECUPERATION ESTIMATES

## MARSHALLING YARDS

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Marshalling Yard Main, Regensburg</u> 1700 cars per day	1 20 Oct 44	50% (1 day)	100%	1 day
	3 22 Nov 44	100% (4 days)	60%	7 days
	4 20 Dec 44	-	70%	3 days
<u>Marshalling Yard East, Regensburg</u> 1200 cars per day	1 20 Dec 44	100% (2 days)	80%	3 days
	3 5 Feb 45	100% (19 days)	-	-
	4 13 Mar 45	100% (6 days)	-	-
<u>Marshalling Yard Main, Nuremberg</u> 4800 cars per day	5 19 Oct 44	100% (1 day)	20-25%	5 days
	6 2 Jan 45	100% (6 days)	33%	by end of war
<u>Marshalling Yard Aschaffenberg</u> 2200 cars per day	10 21 Nov 44	100% (10 days)	80%	21 days
	11 12 Dec 44	100% (6 days)	-	-
	12 29 Dec 44 and Jan 45	100% (3 days) 100% (6 days)	-	-
<u>Laim (Main) Marshalling Yard, Munich</u> 2700 cars per day	1 11, 12, 13 July 44	100% (3 days)	-	-
	7 25 Feb 45	100% (11 days)	-	-
<u>East Marshalling Yard, Munich</u> 2200 cars per day	2 2 Oct 43	75% (7 days)	100%	7 days
	5 11, 12, 13 July 44	90% (4 days)	33%	4 days
	6 19 July 44	100% (5 days)	67%	5 days
	7 25 Feb 45	100% (12 days)	-	-
<u>Main Marshalling Yard, Rosenheim</u> 575 cars per day	2 15 Dec 44	100% (4 days)	85%	3 months

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GERMAN RECUPERATION ESTIMATES  
ELECTRIC POWER GENERATING STATIONS

PLANT AND PRODUCTION POTENTIAL	ATTACK NO. AND DATE	PRODUCTION LOSS	RECUPERATION	
			PERCENT OF RECUPERATION	TIME TO REACH PERCENT
<u>Frimmersdorf</u> 38,000 maximum available KW	4 15 Dec 44	100% (several days)	-	-
<u>Fortuna</u> 178,000 max. av. KW	8 2 Feb 43	-	100%	Lines: 2 days Cooling Towers: Several weeks
	10 29 Nov 44	100% (temporarily)	100%	30 MW back in operation next day
	12 10 Jan 45	-	-	Next day output up to 65 MW, after temporary installation of power line to district water works. Temporary 15 KV switch installation raised output to 110 MW on 16 Jan.
<u>Karnap</u> 183,000 max. av. KW	1 26/27 Apr 44	100% (one week)	-	-
	2 30 Nov 44	100% (two weeks)	-	-
<u>Reisholz</u> 65,000 max. av. KW	3 15 Oct 44	100%	8% 100%	3 weeks Jan. 1, 1945
<u>Goldenberg</u> 415,000 max. av. KW	24 28 Oct 44	100% (56 days)	-	-

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BOMB EFFECTIVENESS  
PROJECT

EIGHTH QUARTERLY REPORT

From: 1 January 1952

To: 31 March, 1952

Department of Air Force  
Air Materiel Command  
Contract AF 33(038) - 10901

STATISTICAL LABORATORY

of

Purdue University

Carl F. Kossack  
Director

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MAIN CHAPTERS WITH INDEX

- I. Scope and Regions of Study
- II. Organization of Research as of June 30, 1952
- III. Documents Received
- IV. Documents Issued
- V. A Status Report on the OIL Study
- Appendix of Questionnaires Used in the OIL Study

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I. SCOPE AND PROGRESS OF WORK

The main effort during this quarter has been directed toward publication of the Phase I Final Report. This work has been completed, and the project is ready to bring other activities into high priority positions.

This quarterly report is devoted to a summarization of activities of the Oil Study Group. The report consists of a review of work that has been done to date along with discussion of current activity.

Work performed in other areas of project activity will be discussed in the next quarterly report in addition to the material for that quarter.

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II. ORGANIZATION OF PERSONNEL AS OF 31 MARCH, 1952

<u>NAME</u>	<u>POSITION</u>	<u>CLASSIFICATION</u>	<u>TIME SCALE</u>	<u>DATE</u>
Kosack, Carl F.	Director	Top Secret 18 Dec. 51	Quarter	1 April, 52
Sudderth, Stanley E.	Associate Director	Secret 13 Mar. 51	Full	1 Jan. 51
McDane, Duncan C.	Research Associate in charge of Special Studies	Secret 26 Apr. 52	Full	1 April, 50
Resolub, W. W.	Consultant in Industrial Economics	Secret (Temp.) 24 Apr. 51	Quarter	2 Feb. 51
Myers, John W.	Consultant in Chemical Engineering	Secret (Temp.) 8 Mar. 51	Quarter	1 Feb. 51
Urban, John H.	Consultant in Industrial Economics	Secret 14 Apr. 52	Half	1 July, 51
Julov, Betty H.	Research Assistant	Secret 14 Apr. 52	One-Third	1 Feb. 51
Freiser, Sophie F.	Grd. Research Assistant	Secret (Temp.) 15 June, 51	Half	1 Sept. 51
Gillespie, Raymond H.	Grd. Research Assistant	Secret 14 Apr. 52	Half	5 Feb. 51
Kasaniac, Evelyn F.	Grd. Research Assistant	Secret 14 Apr. 52	Full	26 Feb. 51
Miller, Irvin	Grd. Research Assistant	Secret 14 Apr. 52	Half	5 Feb. 51
Kawano, Joseph A.	Grd. Research Assistant	Secret 14 Apr. 52	Full	5 Feb. 51
Fraser, Alice F.	Grd. Research Assistant	Secret 17 Sept. 51	Full	4 Nov. 51
Tischendorf, John A.	Grd. Research Assistant	Secret (Temp.) 5 Feb. 51	Half	5 Feb. 51
Cross, Robert M.	Security Officer	Secret (Temp.) 16 July, 51	Quarter	1 Dec. 51
Batby, Vera M.	Public Clerk (Industrial)	Secret 15 Feb. 52	Full	22 Nov. 51
Tooker, Mary D.	Public Clerk	Secret 14 Apr. 52	Full	21 Nov. 51

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III. Documents Received

A. On Loan Basis

<u>Date</u>	<u>Title</u>	<u>Source</u>
18 Feb. 1950	Optimum Aiming Point and Force Requirements for Bombing a Double Track Railroad. By Walter L. Deason, Jr.	U.S.A.F.
17 Feb. 1950	Study of Vulnerability of a Towed Aircraft Power Plant to Air Blast	Aircraft Research Foundation
B. Not Documented Library		
13 Jan. 1950	Estimated Underground Requirements of 500 B-29 Superfortresses. U.S. No. 31, 23 Oct. 1949. Project Iron Break	Cross Institute of Technology
3 Feb. 1950	Theory and Applications of Grand of Strategy. By Melvin Brooker	Read
15 Feb. 1950	Research Conference on the Science of Logistics. R. F. DeChapman, Jan. 1, 1950	Read
19 Feb. 1950	Evolution in Truncated Coupling Processes. The Walpoles, 1 May, 1950	Read
15 Feb. 1950	A Note on Best Strategies. Kenneth J. Arrow, 22 Jan. 1950	Read
19 Feb. 1950	Serialized Curves of a Bombing Campaign. A. S. Mangel. Copy No. 57, 25 Sept. 1950	Read
19 Feb. 1950	An A-B Model. R. L. Walker and L. S. Shapley. 15 Dec. 1950	Read
27 Feb. 1950	Reliability of Cost Estimates - Some Differences. A. A. Alchian. 30 Oct. 1950	Read
17 Feb. 1950	A Simplified Model for Selecting Types of Targets. L. A. Clarendon. 30 Nov. 1950. Copy No. 63	Read
17 Feb. 1950	Predicting Output from Floor Space. Aron A. Alchian and Aron Slogstad. 30 Nov. 1950. Copy No. 66	Read
15 Feb. 1950	A Reconnaissance Model. R. F. Snow and A. S. Mangel. 8 Dec. 1950, Copy No. 44	Read

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CONTENTS

Date	Title	Source
3 Mar. 1952	Some Statistical Problems Connected with Stochastic Processes, C. V. Anderson and B. A. Darling, 13 Aug. 50. Copy No. 21	Rand
3 Mar. 1952	Description of Airflow Systems for Strategic Planning, E. S. Gordo, R. Rosenburg and H. B. Specht, Dec. 13, 1951 Copy No. 109	Rand
3 Mar. 1952	A Stochastic Problem in Gold, F. G. Sparrow, 24 Aug. 1949. Copy No. 10	Rand
3 Mar. 1952	Applications of the Martingale's Theorem - Part I - General Results for a Simple System, R. T. Hooper, 1949 Copy No. 21	Rand
3 Mar. 1952	Applications of the Martingale's Theorem - Part II - General Results for a Simple System, R. T. Hooper, 3 Jan. 1950 Copy No. 21	Rand
3 Mar. 1952	Stochastic Control of a System with a Finite State Space, R. T. Hooper, 9 June, 1951. Copy No. 21	Rand
3 Mar. 1952	The Expected Coverage of a Small Stochastic Target by a Series of Circular Shots, R. T. Hooper, 26 Feb. 1951. Copy No. 21	Rand
3 Mar. 1952	Boundary of Control States in a Stochastic Control System, R. T. Hooper and R. T. Hooper, 24 Feb. 1950. Copy No. 21	Rand
3 Mar. 1952	Stochastic Indicators of Control during the Control of a Target, R. T. Hooper, 25 Apr. 1950. Copy No. 21	Rand
3 Mar. 1952	On the Roots of Markovian Linear Recursions, Dr. A. J. V. Stigter, 1 Feb. 1950 Copy No. 21	Rand
3 Mar. 1952	On the Roots of the Jacobian, etc., C. G. Bell and C. A. Bell, 13 Feb. 1950 Copy No. 21	Rand
3 Mar. 1952	The Stochastic Control Systems of the USSR, A. J. V. Stigter, R. T. Hooper and J. H. Stigter, 15 May, 1950. Copy No. 21	Rand
3 Mar. 1952	Comparison of Stochastic Systems for Stochastic Control Systems, R. T. Hooper, C. A. Bell, and J. H. Stigter, 15 Apr. 1951 Copy No. 21	Rand

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<u>Date</u>	<u>Title</u>	<u>Source</u>
21 Mar. 1952	Boeing-Whit Aircraft Plant, Boeing, Company	U.S.S.P.S.
21 Mar. 1952	Cellular Magnesium, A.G., Götting, Germany	U.S.S.P.S.
25 Mar. 1952	Time, Equipment, and Costs to Develop Colored Surveys. J. J. O'Sullivan, NY Dev. 1951. Copy 25	Head
29 Mar. 1952	Studies of Polymers of Like Cellulose and Various Other Mycetes (Mosses) by Herbert Callaway and the Collaboration of Alexander L. Goren and R. H. Whittaker, J. Pol. Sci. Copy 25	Head
<p>IV. Bureau of Land Management, BLM, Denver</p>		
11 Mar. 1952	Report, 1952, on the Land Management Survey and Appraisal of the Grand Staircase, Utah	
28 Mar. 1952	Purdus T.M. 25, T.M. 26, T.M. 27, T.M. 28, T.M. 29 as presented to Bureau of Land Management, Chicago, Illinois	
<p>Following documents were sent to Project Area Office, Colorado, 1950</p>		
3 Jan. 1952	12 Microfilm Prints on Microfilm Tapes	
12 Jan. 1952	U. S. Army Desk Report Detail Colored Photo Prints and Maps, Copy 1951	
18 Jan. 1952	The Effects of Air Attacks by Bomb Communications on Microfilm	
3 Feb. 1952	Translated microfilm recorded on four 1000 ft. tapes	
<p>Following documents were sent to ARLS/PC, Washington, D.C.</p>		
21 Jan. 1952	Proceedings of the California Board of 1951	
3 Feb. 1952	3 sets of Garpert's Curve Graphs	
26 Feb. 1952	13 complete sets of Garpert's Curve Graphs	
4 Mar. 1952	Purdus T.M. 25, T.M. 26, The Railroad Bridge Section as presented at Washington meeting Feb. 1951	
19 Mar. 1952	Purdus T.M. 25	

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A STATUS REPORT ON THE OIL STUDY

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A Status Report on the OIL Study

1. Introduction: Review of the problem and its historical

background

It is desirable to measure the relationships that obtain between the capacity and consumption of industrial installations, as reported in the Energy Study, the Domestic source and shown as the load requirements. This requires the determination of an appropriate index which will be the equivalent of a production potential in some manufacturing plant. In the early stages of the study this attempt was made based on the data, but this method yielded unsatisfactory results. It was felt that a better index of the capacity would be provided by direct information available to the industry.

The question of the existence of potential capacity and the relationship between actual characteristics, the condition of the economy, and the time it would take to construct the plant was taken up before the Board officials in an earlier report. The matter associated with the oil industry was then assigned to this project to study. The initial stages of the organization of the project was reviewed in the Fourth Quarterly Report, but it might be well to restate the problem as outlined by L. R. Gardner, MUEH/W:

"The basic problem is to develop a method of predicting the construction time of various types of industrial installations, taking into consideration the size of the installation and obviously differing conditions in the national economy of the country...

"The investigation will attempt to relate plant size, plant capacity, cost, etc., with construction time and

A similar study in the electrical power industry is being undertaken at George Washington University.

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These studies are described in T. R. 35 and 36 which appear in the appendix of the Sixth Quarterly Report. In this analysis it was found that with a linear regression system of four variables - reaction, transportation, capacity and starting date - the standard deviation in the time it would take to construct a cracking unit in a refinery was somewhat more than two weeks, as in the former study the time is normally one to two weeks. This was achieved by a procedure which has two main variations from the usual method, the use of only two variables, reaction and capacity, was modified to include the other two variables, transportation and starting date. The results in the appendix of the report are as follows:

With four variables

$$Y = X_1 X_2 X_3 + .014 X_4 + .00001 X_5 + .00001 X_6 + .00001 X_7 + .00001 X_8$$

With two variables

$$Y = .00001 X_1 + .00001 X_2 + .00001 X_3 + .00001 X_4$$

where  $Y$  = reaction time,  $X_1$  = reaction,  $X_2$  = transportation,

$X_3$  = capacity, and  $X_4$  = starting date.

These two studies indicated that an analysis of the relationship between plant characteristics and construction time was feasible and that construction time systems could be used in reconstruction studies.

## II. Outline of Proposed Procedure for the Solution of the Problem

The solution of the problem fell into three major phases:

A. the preparation of a matrix of attacking the problem, B. the collection of data, and C. the analysis of the data.

### A. Preparatory Phase

#### 1. Development of technique of analysis

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2. Construction of questionnaires for the collection of data

3. Selection of a sample

B. Collection Phase

Obtaining cooperation of contractors and refineries in completion of questionnaires

C. Analysis Phase

1. Estimation of weights and special study of labor efficiency
2. Determination of coefficients in the regression model from historical data

III. Present Status of Program

A. Preparatory Phase

1. Development of technique of analysis

It was decided that the data would come primarily from contractors and refineries themselves and that these firms' aid would have to be enlisted in helping the project members determine the variables which influenced construction time. The contacts made with several companies in Chicago, Boston and New York and a description of the factors which the personnel of these firms considered relevant are given in the Fifth Quarterly Report. From these interviews the significant variables were established and a method of relating these variables to construction time developed. This method, described in Technical Memorandum Number 23, "On a Technique of Analysis to Determine a Functional Representation of the Construction Time for an Oil Refinery," appears in the Seventh Quarterly Report. In this memorandum the variables, established

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components and separated into construction phases, are defined as vectors made up of related conditions. Construction of a component in a refinery falls into phases which are sufficiently different to require separate analyses. The major phases defined for this analysis are 1) the laying of the foundation and 2) the erection and integration of the parts of the component. The foundation phase is defined as beginning after the ground has been cleared and continuing until the beginning of the curing period; the erection phase is considered as extending until the unit goes "on stream". Due to the fact that the number of cases available for analysis will be small, the number of vectors was subsequently reduced to six which would apply to a single component. The simplified model contains the following vectors for the two phases: A = where the building took place, covering such data as frost depth, wind, etc; B = when the building took place, including climatic conditions at the time of construction; C = what was being built, covering ground conditions for the foundation phase and capacity, type and weight of steel of the component for the erection phase; D = who did the building, containing data concerning the labor supply and its efficiency; E = what was available for the building, including the tools used in construction and the degree of prefabrication of the parts of the unit.

The vectors are conceived of as reflecting "ideal" outside conditions, that is unaffected by factors outside the construction situation. Thus, such events as delays in delivering of materials, strikes, floods, etc. are not included as variables. In order to compare construction times, then, one must adjust each construction

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The value of the loss in case of a fire due to the above mentioned specific value to the analysis.

A. Construction of a statistical model for the estimation of loss

In order to estimate the loss, a statistical model is required. It is not possible to estimate the loss in case of a fire due to the above mentioned specific value to the analysis. The loss in case of a fire due to the above mentioned specific value to the analysis is a function of the loss in case of a fire due to the above mentioned specific value to the analysis. The loss in case of a fire due to the above mentioned specific value to the analysis is a function of the loss in case of a fire due to the above mentioned specific value to the analysis.

Estimation of a model

The model is estimated by the method of least squares. The model is estimated by the method of least squares. The model is estimated by the method of least squares. The model is estimated by the method of least squares. The model is estimated by the method of least squares. The model is estimated by the method of least squares. The model is estimated by the method of least squares. The model is estimated by the method of least squares. The model is estimated by the method of least squares. The model is estimated by the method of least squares.

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STATUS OF OIL CONTRACTS - 1947 - 1948 (BY CONTRACTOR)

Major Contractor*	Code	Field	Number of Contracts			Special Contracts†	Subtotal	Other Contracts†	Total†
			Oil	Gas	Other				
E. S. Baker	4						1	1	
Bechtel	2					2		2	
C. F. Jones Co.	1	1			1	2	5	17	
Fluor	3					1	1	2	
Forster Wheeler	6	3				6	5	29	
Holloway	5	7			1	11	10	34	
Lawson	5				1	7	5	19	
Arthur G. Yates	3	3				2	2	12	
Tex American Southern Corporation		1				2	1	3	
Railway Engineering Co.	1	1				1	1	13	
Universal Oil Products	4	4				3	9	22	

\* Those with more than 3 projects listed as Special Contracts.

† The total of this column is greater than the actual number of projects, since any contractor working in combination with another (e.g., both Redner and Forster Wheeler have contracts for the same crude unit) will appear twice.

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Further tables and descriptions of the various projects of petroleum refinery contractors appear in S. H. 246, "Availability of Data for Oil Refinery Study 1947 - II". In addition all the information obtained from the Petroleum Refinery has been coded on IBM cards, and summarization sheets are available.

B. Collection Plans

Ultimate cooperation of contractors and refiners in completion of questionnaire.

Many of the contractor companies which had provided the initial information for the completion of the questionnaire and had previously aided in reviewing and completing the same also indicated their willingness to cooperate in their own refineries (see previous quarterly reports). The companies listed below have been sent final copies of the questionnaire to complete. It was found that in some cases it was preferable to contact the refinery before the contractor, as the former had to authorize the release of data pertaining to their units and also appear to have been of the data on their process. Thus, refineries as well as contractors are included in the following listing:

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<u>Firm</u>	<u>Officials Contacted</u>	<u>Method of Transmission</u>	<u>Type of Clearance Letter*</u>	<u>Degree of Cooperation</u>
E. B. Badger and Sons	A. Erickie	mailed	for interview	to be visited
Ray Petroleum Corp.	C. O. Carbrecht	mailed	none	no response to date
Born	S. Born	visited by Ercoleuk	for interview	will complete
Condor Petroleum Corp.	E. L. Tallett	mailed	none	will complete
Fluor	J. Wilson	visited by Ercoleuk	for interview	will complete
Hooper Wheeler	H. de Sinc	mailed	for interview	to be visited
Globe Oil and Rfg. Co.	J. Lawson	mailed	none	no response to date
Gulf Oil	E. J. Kirberg	visited by Kossack and Urban	for interview	will fill in and give release to contractor for rest
Indiana Farm Bureau	R. V. Potts	mailed	for release of data	no response to date
Kollogg	W. H. Guarascy	mailed	for interview	to be visited
Louisville Rfg. Co.	C. D. Yocum	mailed	none	will complete
Luzum	W. R. Fredrick	mailed	for interview	to be visited
Arthur C. McKee	W. A. Dunn	mailed	for interview	will complete
McMurtry Rfg. Co.	G. C. DeLoach	mailed	none	no response to date
Pan-Amer. Southern	H. A. Heiss	visited by Ercoleuk	for interview	will complete
Panhandle Rfg. Co.	R. W. Jacobs	mailed	none	no response to date
Refinery Engineer	H. Bottonley	visited by Ercoleuk	for interview	to be mailed
Standard Oil of Calif.	H. D. Collier	visited by Ercoleuk	for interview	will complete
Standard Oil of Ohio	W. P. Ferguson	mailed	for release of data	no response to date

\*In preparation for future visits, the following companies have also been requested by the Air Force to cooperate and to release their data: Shell Oil Co., Texas Co., Standard Oil Development Co., Socorex Vacuum, Sinclair Refining Co., Standard Oil of Indiana and Derby Oil Co.

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At the present time more contacts with other refineries are being opened in order to obtain permission for the use of their data, and the previously made contacts in contracting firms and refineries are being revisited in order to decide on the number of questionnaires each of them can complete.

C. Analysis Phase

1. Estimation of weights and study of labor efficiency factor

Since the number of variables which are related to the construction of a component in a refinery is quite large and the size of the sample will be relatively small, it was felt that the relative importance of the variables could not be determined solely through statistical analysis. Hence, it was decided that some of the weights would have to be obtained by using the opinions of the contractors and refiners. To this end a set of questions concerning critical climatic values, the relative importance of the different types of workers, regional labor efficiency and maximum frost depths and wind velocities has been prepared (see appendix). This set of questions is discussed and filled out with the personnel of the firms when they are visited. Through this method it is hoped to reduce the number of coefficients which will be determined by the regression model.

Labor efficiency presented a special problem, since there is very little published material that is relevant to the needs of this study. H. W. Ercoleuk, consultant to this project, is therefore presenting a special study in this area. The following is an outline of his forthcoming paper:

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MEASUREMENT OF INDUSTRIAL PRODUCTIVITY

INTRODUCTION

The main subject of this report is the measurement of labor efficiency in the heavy construction industry as related to the characteristics of the worker only and measured by physical output per capita per day. Labor efficiency is a part of a more general economic concept, Industrial Productivity, which is output per unit of labor time expended. The output per head in the case of industrial productivity (P) measurement will reflect how far at any given time the geographic regions or countries concerned have succeeded in exploiting the natural advantages they may have as to location (L), material availability and energy (M). Furthermore, the output per head will also reflect the use of capital equipment (C), work conditions (W) including the effects of a worker's experience (E) and finally labor efficiency (E). In all, then, the relationship may in its simplest form be presented as:

$$P = \gamma_1 L + \gamma_2 M + \gamma_3 C + \gamma_4 W + \gamma_5 E + \gamma_6 E$$
$$\text{Thus } E = \frac{P - (\gamma_1 L + \gamma_2 M + \gamma_3 C + \gamma_4 W + \gamma_5 E)}{\gamma_6}$$

Labor efficiency refers to the amount of work accomplished if all other things were equal. It is assumed for the sake of simplicity that the different men will be doing exactly the same job in different parts of the country under exactly the same conditions. In other words, values L, C, M, W, and E are considered equal in two different areas.

II. Measurement Techniques for Components of Industrial Productivity

A. Measurement of Industrial Productivity (P)

1. Labor expended per unit of output differs greatly in many

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industries between plants producing the same or similar products. The range is surprisingly wide. A clear example of difference is provided by pig iron production in Soviet Russia. In 1939, the annual production per worker in terms of pig iron was 2,840 tons at Magnitogorsk Combine, 1,620 tons at Azovstal, and only 676 tons at Frunze plant. (Bardin and Banny, Chernaya Metallurgiya. Novyy Byulleten, p. 166). Another illustration may be seen from an examination of gray iron foundry output per worker in the United States. In 1949, the amount of foundry iron melted per man-hour in all plants was 0.96 lbs. Productivity ranged from 0.44 lbs. per man-hour in the lowest quartile to 1.63 lbs. per man-hour in the highest quartile.

2. Industrial productivity, which may be measured company-wide as well as country-wide or region-wide by output per worker, is calculated by dividing the total physical output by the labor days (or hours) employed.
3. The quality factor is neglected and only unit quantity is dealt with.

B. Measurement of Locational Advantages (L).

C. Measurement of Availability of Materials (M).

D. Measurement of Capital Equipment (C).

1. The amount of machinery and tools used per worker.

a. H.P. as a measurement unit.

- (1) It does not necessarily indicate the labor-saving character of the equipment.
- (2) Horse-power data alone say nothing about the performance of the machinery.

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b. Value of machinery as a measuring unit.

(1) Serious difficulty in ascertaining the rate of depreciation already charged.

(2) Changes in the price system

c. A list of tools converted to index values on the basis of their performance and using U.P. and value of machinery as supplementary agents in the calculation.

6. Measurement of the Effect of the Work Conditions (L).

1. Climate

a. Rainfall and snow

b. Temperature

c. Humidity

d. Wind

2. Soil conditions

3. Facilities

a. Sanitation (medical services, rest rooms, ventilation, etc.)

b. Protection

c. Comfort (canteens, drinking water, coffee, etc.)

4. Work hours

7. Measurement of Management Ability (M)

1. Skill of management may be indicated by:

a. Work lay-out, placement of tools

b. The degree to which tools will be used

c. Planning production schedules

d. Handling of materials

e. Supervision

2. Profit on a given investment in dollars a good measure of the skill of management.

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3. Profit on sales in dollars also a good measure.
4. A combined index including items 2 and 3 may be developed.  
Some attention should be paid to peculiarities of the book-keeping systems from one company to another as well as from one job to another.

III. Labor Efficiency

A. General

1. Ability, skill, and training of the worker
2. Work practices
3. Labor turn-over
4. Psychology of the worker (willfulness, morale, etc.)

B. Measurement Techniques

1. Labor-material ratios

- a. This refers to the amount of labor needed to assemble a given amount of material. If we assume that it takes 1 man-hour to pour 1 cubic yard of concrete at location A, this will give us a L/M ratio of 1-1. In location B the amount of time required may be 1.2 hours per cubic yard. Thus, the L/M ratio 1.2-1 indicates that the efficiency of labor at B is 20 percent lower than at A. Only a long range program could provide the means for gathering L/M ratios for every part of the country.
- b. Pipe line welding data may provide a relatively easy way for collection of L/M ratios.
- c. In the case of L/M ratios, data should be gathered on the work of every craft that is engaged in the construction activity. The average labor efficiency is the sum of all labor efficiencies properly weighed. At Con-

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note and New Orleans, 12 construction crafts registered efficiencies varying from 50 to 100 percent of San Francisco, the weighed average being about 70 percent.

2. Opinions of experienced personnel

a. An index of labor efficiency based on interviews with executives, engineers, and superintendents of construction companies is being prepared for 60 locations in the United States. There is agreement among 50 persons representing 16 different firms in reference to labor efficiency of designated areas and locations within the United States.

b. The variation from the average in the labor efficiency index is due to following factors:

(1) Unusual labor situation prevailing at the time of construction. That is, the demand for construction labor was so great that the best available men were utilized and only marginal workers were available to the newcomer. Good men with skills were imported from near-by towns; however, these men spent part of their energy driving back and forth; and in addition since they were living away from home under uncomfortable conditions, they could not maintain a high rate of production per day.

(2) The skills of workers available in the area where heavy construction has commenced may be of inferior quality. These workers have the desire and the will-power to work, but their capabilities are limited. In time, their efficiency tends to increase as they acquire greater skill. A low labor efficiency area in

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time may change to one of high labor efficiency due to training received by workers and through movement of skilled labor into that region. Thus, a company that had found labor relatively low in efficiency in a particular area might have contributed to the considerably higher efficiency noted by a second company in that same area, since the first was instrumental in improving the standards.

(3) Labor efficiency varies with availability of jobs. The greater the job opportunities, the lower the efficiency in general. The smaller the opportunities, the greater is the efficiency.

(4) Labor efficiency tends to fall towards the completion of a job, especially if there are no other jobs in sight.

(5) Labor efficiency in cost-plus contracts tends to be lower than in straight-contract jobs.

2. Determination of coefficients in the regression model from historical data.

As the refineries and contractors begin returning the completed questionnaires and as the opinions on weights are gathered, the historical data will be tabulated and analyzed. A regression model of the form outlined in T. N. #23 to determine the coefficients of the six vectors outlined above will then be established.

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APPENDIX

QUESTIONNAIRES USED IN THE OIL STUDY

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February 29, 1952

CRUDE UNIT QUESTIONNAIRE

I. IDENTIFICATION

A. Name of refinery: \_\_\_\_\_

B. Mailing address: \_\_\_\_\_  
\_\_\_\_\_

C. Engineering firm: \_\_\_\_\_

D. Principal contractor: \_\_\_\_\_

E. Jobs subcontracted	Subcontractors (Name and Address)

II. SIGNIFICANT DATES

A. Date contract was signed \_\_\_\_\_

B. Date ground clearance was started \_\_\_\_\_

C. Date ground clearance was completed \_\_\_\_\_

D. Date foundation was started \_\_\_\_\_

E. Date foundation was completed \_\_\_\_\_

F. Date erection was started \_\_\_\_\_

G. Date erection was completed \_\_\_\_\_

H. Date instrumentation, testing and  
calibration was started \_\_\_\_\_

I. Date on stream \_\_\_\_\_

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III FOUNDATION WORK (After ground clearance)

A. Foundation and Ground Conditions

1. Volume of dirt removed \_\_\_\_\_ cu. yd.
2. Presence of rocks  
No rocks \_\_\_\_\_  
Small rocks \_\_\_\_\_  
(sufficient to block dirt removal)  
Large rocks (or boulders) \_\_\_\_\_  
(specify type of foundation for  
found.)  
Notes \_\_\_\_\_  
3. Density of soil \_\_\_\_\_ lb./sq. ft.  
4. Number of piling \_\_\_\_\_  
5. Maximum depth of cutting \_\_\_\_\_ ft.  
6. Number of piles driven (specify type  
and your estimate) \_\_\_\_\_  
7. Volume of poured concrete \_\_\_\_\_ cu. yd.

Check:
_____
_____
_____
_____
_____

B. Tools for Foundation

1. Attach a list of tools used in the construction of the foundation. For each tool give type, number used, quantity, cost to job (if fixed) or comparable rates, and, if possible, other available at the site.
2. Give percentage of total cost of tools to overall cost of foundation \_\_\_\_\_ %

## C. Labor Supply - (Foundation Phase)

1. In column (2) of the following table, fill in the number of men employed and the number of man-hours worked during the foundation phase for each type of worker indicated. If daily recordings are available, give the figures for each day of the week. When only weekly records have been kept, give the totals for each week. (A column for total workers has been included in case a breakdown by type is not available.) One hour overtime equals one hour worked.

TYPE WORK	DAILY NUMBERS OF MEN AND MAN-HOURS									
	Foremen and Supervisors		Carpenters		Other Skilled Workers		Unskilled Labor		Total Man-hours	
	No. of Men	No. of Man-Hrs	No. of Men	No. of Man-Hrs	No. of Men	No. of Man-Hrs	No. of Men	No. of Man-Hrs	No. of Men	No. of Man-Hrs
Starting Date										
1st week: Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										
1st week: Total										
2nd week: Monday										
Tuesday										
Wednesday										
Thursday										
Friday										

(1)

(2)

TIME PERIODDAILY NUMBERS OF MEN AND MANHOURS

	Foremen and Supervisors		Carpenters		Other Skilled Workmen		Unskilled Workmen		Total Workmen	
	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.
2nd week: Saturday										
(continued) Sunday										
2nd week - Total										
3rd week: Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										
3rd week - Total										
4th week: Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										
4th week: - Total										

... the ... ..  
... of ... ..  
... were the following types of workers on the site:

Type	Number
superintendents and foremen	_____
carpenters	_____
other skilled workers	_____
unskilled workers	_____

How many of each of the following workers did you estimate you would need on the job at the peak of activity for that activity level? If there are any, do you have, check if you had were critical to your needs or if the workers were not available.

Type	Estimated Need	Check: Availability	Workers not Available
superintendents and foremen	_____	_____	_____
carpenters	_____	_____	_____
other skilled workers	_____	_____	_____
unskilled workers	_____	_____	_____

2. Length of work week and work day during the foundation phase:
- a. Average number of days of construction activity per week \_\_\_\_\_ days
  - b. Average number of days worked per week per employee \_\_\_\_\_ days
  - c. Average number of hours worked per day per employee  
(include one hour of overtime as one hour worked) \_\_\_\_\_ hours
  - d. Average number of working hours per daily shift. (include one hour of overtime as one hour worked.) \_\_\_\_\_ hours

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a. Number of shifts per day \_\_\_\_\_

- 1) Was the number of shifts the same throughout the foundation phase? Yes \_\_\_\_\_ No \_\_\_\_\_
- 2) If no., give number of shifts per day and starting and finishing dates for each.

Number Of Shifts	Starting Date	Finishing Date

- 3) Give the number of workers by type, if any, that you brought with you to this job (i.e., those who were not hired locally). Also give the locality from which the workers came.

Type	Number	Locality
supervisors and foremen	_____	_____
carpenters	_____	_____
other skilled workers	_____	_____
unskilled workers	_____	_____

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B. Delay Time During Foundation Phase

Often during a construction job, time is lost through circumstances which cannot be planned for in advance, e.g. materials do not arrive on schedule. Give below the estimated number of days the construction of the foundation was delayed for the causes listed. Do not enter the length of time of the event itself, (e.g. Do not give the actual number of days that materials were behind schedule, but give the days lost to the overall construction job due to the absence of materials.)

If you are unable to estimate for the individual causes but can estimate the total time-delay for the job, enter this figure after "Total time lost during foundation work."

<u>Cause of Delay</u>	<u>Estimated Working Days Lost on Job</u>
Transportation difficulties	_____
Materials not available	_____
Equipment not available	_____
Labor not available	_____
Labor disputes	_____
Severe climatic conditions, such as floods, etc.	_____
Others: (specify)	_____
_____	_____
_____	_____
_____	_____
Total time lost during foundation work	=====

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3. Additional Construction

1. Additional construction being carried on at the same time as the foundation:

Job	Contractor or Subcontractor (Name)	Check if independent of construction of foundation

2. What net influence, if any, did the presence of additional construction have on the construction of the foundation?

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IV. ERECTION PHASE

A. Design of Crude Unit

1. Type of crude unit:

- a. Number of stages \_\_\_\_\_
- b. Number of superatmospheric towers \_\_\_\_\_
- c. Number of atmospheric towers \_\_\_\_\_
- d. Number of vacuum towers \_\_\_\_\_
- e. Number of side strippers \_\_\_\_\_

2. In the following table, give the designed capacity (if applicable) and the weight (tons of steel) of the units listed.

"Integrated units" refers to additional units which are not intrinsic parts of the crude unit, but are constructed simultaneously with the crude unit in such a manner that the tools and labor force are not separable from that of the crude unit.

"Modifications" refers to parts which are not included in the basic functional design of the crude unit but are included for reasons of safety, convenience, etc.

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3. Designed for earthquake: Yes \_\_\_\_\_ No \_\_\_\_\_
4. Designed for maximum wind velocity of \_\_\_\_\_ miles/hour.
5. Attach a scale drawing of the crude unit and "integrated units."
6. Attach a process flow diagram for the crude unit. Indicate the input capacity of each tower.

D. Tools for Erection

1. Attach a list of tools used in the erection of the crude unit. For each tool give type, number used, capacity, cost to job (at rental or comparable rates), and, if possible, dates available on the site.
2. Give percentage of total cost of tools to overall cost of erection \_\_\_\_\_ %

C. Labor Supply -- (Erection Phase)

1. In column (2) of the following table, fill in the number of men employed and the number of man-hours worked during each week of the erection phase for the types of workers indicated. (A row for total workers has been included in case a breakdown by type is not available.)

Note: One hour overtime equals one hour worked.

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	Starting Date															
	1st. week	2nd. week	3rd. week	4th. week	5th. week	6th. week	7th. week	8th. week	9th. week	10th. week	11th. week	12th. week	13th. week	14th. week	15th. week	16th. week
# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men	# of men
hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.	hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Painters																
Skolymbers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (Incl. unskilled)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS													
	week		week		week		week		week		week		week	
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.
Supervisors and Foremen														
Carpenters														
Masons														
Riggers														
Steelworkers														
Pipe fitters														
Welders														
Insulators														
Electricians														
Other skilled														
Semi-skilled (including helpers)														
Common labor														
Total workers														

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS													
	week		week		week		week		week		week		week	
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.
Supervisors and Foremen														
Carpenters														
Masons														
Riggers														
Steelworkers														
Pipe fitters														
Welders														
Insulators														
Electricians														
Other skilled														
Semi-skilled (including helpers)														
Common labor														
Total workers														

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

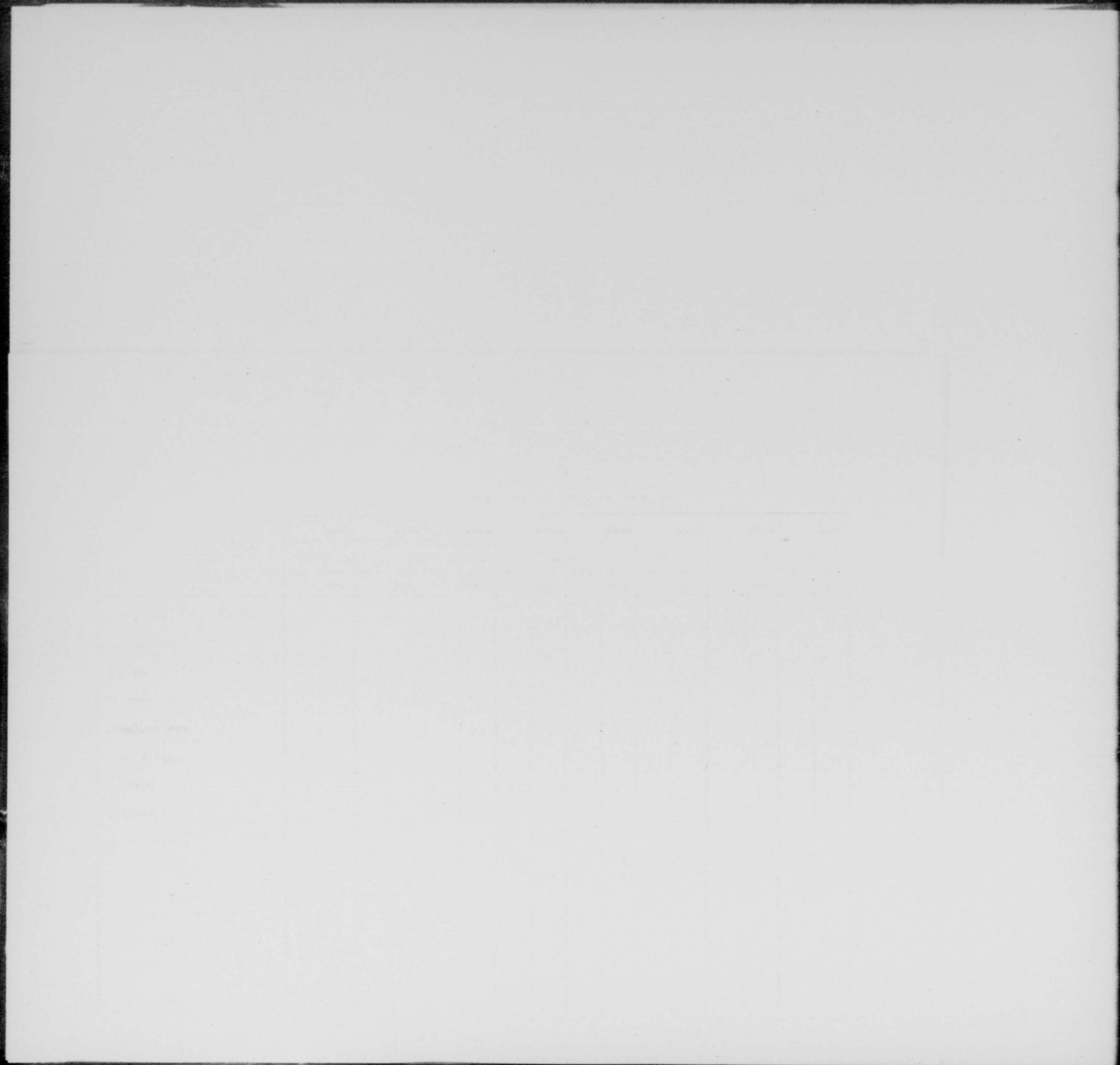
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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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2. If, in the preceding table, you were able to give the breakdown by type of worker, omit this question. On the average, in what daily numbers were the following types of workers on the site:

Type	Number
supervisors and foremen	_____
carpenters	_____
masons	_____
riggers	_____
steelworkers	_____
pipe fitters	_____
welders	_____
insulators	_____
electricians	_____
other skilled workers	_____
semi-skilled workers (include helpers)	_____
casual labor	_____

3. How many of each of the following workers did you estimate you would need on the job at the peak of activity for that particular type? If these numbers were not set, check if you had overestimated your needs or if the workers were not available.

Type	Checks		
	Estimated Number	Overestimated	Workers not Available
supervisors and foremen	_____	_____	_____
carpenters	_____	_____	_____
masons	_____	_____	_____
riggers	_____	_____	_____
steelworkers	_____	_____	_____
pipe fitters	_____	_____	_____

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Type	Check:	
	Estimated Manpower	Workers not Available
welders	_____	_____
insulators	_____	_____
electricians	_____	_____
other skilled workers	_____	_____
semi-skilled workers (include helpers)	_____	_____
common labor	_____	_____

4. Length of work week and work day during the erection phase:

- a. Average number of days of construction activity per week \_\_\_\_\_ days
- b. Average number of days worked per week per employee \_\_\_\_\_ days
- c. Average number of hours worked per day per employee  
(include one hour of overtime as one hour worked.) \_\_\_\_\_ hours
- d. Average number of working hours per daily shift. (In-  
clude one hour of overtime as one hour worked.) \_\_\_\_\_ hours
- e. Number of shifts per day \_\_\_\_\_

1) Was the number of shifts the same throughout the phase?

Yes \_\_\_\_\_ No \_\_\_\_\_

2) If no, give number of shifts per day and starting and  
finishing dates for each.

Number of Shifts	Starting Date	Finishing Date

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5. Give the number of workers by type, if any, that you brought with you to this job (i.e. those not hired locally). Also give the locality from which the workers came.

Type	Number	Locality
supervisors and foremen	_____	_____
carpenters	_____	_____
masons	_____	_____
riggers	_____	_____
steelworkers	_____	_____
pipe fitters	_____	_____
welders	_____	_____
insulators	_____	_____
electricians	_____	_____
other skilled workmen	_____	_____
semi-skilled workmen (include helpers)	_____	_____
common labor	_____	_____

D. Field Assembly of Major Sub-Components

Sub-Components	Number of each	Cost of each	% Field Assembled	Names of Prefabricators
Towers (List and specify type):				
Side strippers				
Heaters				
Heat exchangers				

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B. Delay Time During Erection Phase

Often during a construction job, time is lost through circumstances which can not be planned for in advance, e.g. materials do not arrive on schedule. Give below the estimated number of days the erection phase of the crane unit was delayed for the causes listed. Do not enter the length of time of the event itself. (e.g. Do not give the actual number of days that materials were behind schedule, but give the days lost in the overall construction job due to the absence of materials.)

If you can not make estimates for the individual causes but can estimate the total time-delay for the job, enter this figure after "Total time loss during erection phase."

<u>Cause of Delay</u>	<u>Estimated Working Days Lost on Job</u>
Transportation difficulties	_____
Materials not available	_____
Equipment not available	_____
Labor not available	_____
Labor disputes	_____
Rare climatic events, such as floods, etc.	_____
<u>Others: (specify)</u>	_____
_____	_____
_____	_____
_____	_____
Total time loss during erection phase	=====

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F. Additional Construction

1. Additional construction being carried on at the same time as the erection of the crude unit. (Skip to (2) below if the same as for the foundation.)

Job	Contractor or Subcontractor (Name)	Check if independent of erection of crude unit

2. What net influence, if any, did the presence of additional construction have on the erection of the crude unit?

Questionnaire Completed by:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

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February 29, 1952

CATALYTIC CRACKER QUESTIONNAIRE

I. IDENTIFICATION

A. Name of refinery: \_\_\_\_\_

B. Mailing address: \_\_\_\_\_  
\_\_\_\_\_

C. Engineering firm: \_\_\_\_\_

D. Principal contractor: \_\_\_\_\_

E.

Jobs subcontracted	Subcontractors (Name and Address)

II. SIGNIFICANT DATES

A. Date contract was signed \_\_\_\_\_

B. Date ground clearance was started \_\_\_\_\_

C. Date ground clearance was completed \_\_\_\_\_

D. Date foundation was started \_\_\_\_\_

E. Date foundation was completed \_\_\_\_\_

F. Date erection was started \_\_\_\_\_

G. Date erection was completed \_\_\_\_\_

H. Date instrumentation, testing and  
calibration were started \_\_\_\_\_

I. Date on stream \_\_\_\_\_

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III. FOUNDATION PHASE (After ground clearance)

A. Foundation and Ground Conditions

1. Volume of dirt removed \_\_\_\_\_ cu. yd.
2. Presence of rocks  
No rocks  
Small rocks  
(sufficient to impede dirt removal)  
Large rocks (boulders)  
(requiring special techniques for removal)  
Bed rock  
Check: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. Bearing of soil \_\_\_\_\_ lb./sq. ft.
4. Number of pilings \_\_\_\_\_
5. Average depth of pilings \_\_\_\_\_ ft.
6. Number of piles driven before starting to pour concrete \_\_\_\_\_
7. Volume of poured concrete \_\_\_\_\_ cu. yd.

B. Tools for Foundation

1. Attach a list of tools used in the construction of the foundation. For each tool give type, number used, capacity, cost to job (at rental or comparable rates), and, if possible, dates available on the site.
2. Give percentage of total cost of tools to overall cost of foundation \_\_\_\_\_ %

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C. Labor Supply - (Foundation Phase)

- In column (2) of the following table, fill in the number of men employed and the number of man-hours worked during the foundation phase for each type of worker indicated. If daily recordings are available, give the figures for each day of the week. When only weekly records have been kept, give the totals for each week. (A column for total workers has been included in case a breakdown by type is not available.) One hour overtime equals one hour worked.

(1) TIME PERIOD	(2) DAILY NUMBERS OF MEN AND MAN-HOURS									
	Foremen and Supervisors		Carpenters		Other Skilled Workmen		Unskilled Workmen		Total Workmen	
	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.
Starting Date:										
1st week: Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										
1st week: Total										
2nd week: Monday										
Tuesday										
Wednesday										
Thursday										
Friday										

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(1) TIME PERIOD	(2) DAILY NUMBERS OF MEN AND MAN-HOURS									
	Foremen and Supervisors		Carpenters		Other Skilled Workmen		Unskilled Workmen		Total Workmen	
	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.	No. of Men	No. of Man-Hrs.
2nd week: Saturday (continued)										
Sunday										
2nd week - Total										
3rd week: Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										
3rd week - Total										
4th week: Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										
4th week - Total										

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2. If, in the preceding table, you were able to give the breakdown by type of worker, omit this question. On the average, in what daily numbers were the following types of workers on the site:

<u>Type</u>	<u>Number</u>
supervisors and foremen	_____
carpenters	_____
other skilled workmen	_____
unskilled workmen	_____

3. How many of each of the following workers did you estimate you would need on the job at the peak of activity for that particular type? If these numbers were not met, check if you had overestimated your needs or if the workers were not available.

<u>Type</u>	<u>Estimated</u>		<u>Check:</u>
	<u>Need</u>	<u>Overestimated</u>	<u>Workers not Available</u>
supervisors and foremen	_____	_____	_____
carpenters	_____	_____	_____
other skilled workmen	_____	_____	_____
unskilled workmen	_____	_____	_____

4. Length of work week and work day during the foundation phase:
- a. Average number of days of construction activity per week \_\_\_\_\_ days
  - b. Average number of days worked per week per employee \_\_\_\_\_ days
  - c. Average number of hours worked per day per employee  
(Include one hour of overtime as one hour worked.) \_\_\_\_\_ hours
  - d. Average number of working hours per daily shift. (Include one hour of overtime as one hour worked.) \_\_\_\_\_ hours

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e. Number of shifts per day \_\_\_\_\_

- 1) Was the number of shifts the same throughout the foundation phase? Yes \_\_\_\_\_ No \_\_\_\_\_
- 2) If no, give number of shifts per day and starting and finishing dates for each.

Number Of Shifts	Starting Date	Finishing Date

5. Give the number of workers by type, if any, that you brought with you to this job (i.e. those who were not hired locally). Also give the locality from which the workers came.

<u>Type</u>	<u>Number</u>	<u>Locality</u>
supervisors and foremen	_____	_____
carpenters	_____	_____
other skilled workmen	_____	_____
unskilled workmen	_____	_____

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D. Delay Time During Foundation Phase

Often during a construction job, time is lost through circumstances which cannot be planned for in advance; e.g. materials do not arrive on schedule. Give below the estimated number of days the construction of the foundation was delayed for the causes listed. Do not enter the length of time of the event itself, (e.g. Do not give the actual number of days that materials were behind schedule, but give the days lost in the overall construction job due to the absence of materials.)

If you can not make estimates for the individual causes but can estimate the total time-delay for the job, enter this figure after "Total time loss during foundation work."

<u>Cause of Delay</u>	<u>Estimated Working Days Lost on Job</u>
Transportation difficulties	_____
Materials not available	_____
Equipment not available	_____
Labor not available	_____
Labor disputes	_____
Rare climatic events, such as floods, etc.	_____
Others: (specify)	_____
_____	_____
_____	_____
_____	_____
Total time loss during foundation work	=====

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E. Additional Construction

1. Additional Construction being carried on at the same time as the foundations:

Job	Contractor or Subcontractor (Name)	Check if independent of construction of foundation

2. What net influence, if any, did the presence of additional construction have on the construction of the foundation?

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IV. DESIGN PHASE

A. Design of Catalytic Cracker

1. Type of catalytic Cracker:

Check one:

a. Fluid - single vessel

b. Fluid - post war, side by side

c. Fluid - standard model  $\Delta$ , side by side

d. S.F. - air lift

e. Dry - new design

f. Other: \_\_\_\_\_

_____
_____
_____
_____
_____
_____

2. Peak handling capacity \_\_\_\_\_ lb./hr.

3. In the following table, give the designed capacity (where applicable) and the weight (tons of steel) of the units listed.

"Integrated units" refers to additional units which are not intrinsic parts of the catalytic cracker, but are constructed simultaneously with the cracker in such a manner that the tools and labor force are not separable from that of the cracker.

"Modifications" refers to parts which are not included in the basic functional design of the catalytic cracker but are included for reasons of safety, convenience, etc.

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Units	Designed Capacity	Tons of Steel
<u>Component:</u>		
Catalytic Cracker (excluding units listed below)		
<u>Integrated Units:</u>		
Gas Recovery		
Polymerization		
Others:		
<u>Modifications:</u>		
Elevators		
Others:		
Total Steel Weight Constructed _____		

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4. Designed for earthquake: Yes \_\_\_\_\_ No \_\_\_\_\_
5. Designed for maximum wind velocity of \_\_\_\_\_ miles/hour.
6. Attach a scale drawing of the catalytic cracker and integrated units.

B. Tools for Erection

1. Attach a list of tools used in the erection of the catalytic cracker. For each tool give type, number used, capacity, cost to job (at rental or comparable rates), and, if possible, dates available on the site.
2. Give percentage of total cost of tools to overall cost of erection \_\_\_\_\_ %

C. Labor Supply - (Erection Phase)

1. In column (2) of the following table, fill in the number of men employed and the number of man-hours worked during each week of the erection phase for the types of workers indicated. (A row for total workers has been included in case a breakdown by type is not available.)

Note: One hour overtime equals one hour worked.

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	Starting Date: _____															
	1st. week	2nd. week	3rd. week	4th. week	5th. week	6th. week	7th. week	8th. week								
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week			
	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.		
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.
Supervisors and Foremen																
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Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week			
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.		
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.	# of men	# of man-hrs.
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Steelworkers																
Pipe fitters																
Welders																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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(1) TYPE OF WORKER	(2) WEEKLY TOTALS OF MEN AND MAN-HOURS															
	week		week		week		week		week		week		week		week	
	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.	# of men	# of man- hrs.
Supervisors and Foremen																
Carpenters																
Masons																
Riggers																
Steelworkers																
Pipe fitters																
Weldors																
Insulators																
Electricians																
Other skilled																
Semi-skilled (including helpers)																
Common labor																
Total workers																

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2. If, in the preceding table, you were able to give the breakdown by type of worker, omit this question. On the average, in what daily numbers were the following types of workers on the site:

<u>Type</u>	<u>Number</u>
supervisors and foremen	_____
carpenters	_____
masons	_____
riggers	_____
steelworkers	_____
pipe fitters	_____
welders	_____
insulators	_____
electricians	_____
other skilled workmen	_____
semi-skilled workmen (include helpers)	_____
common labor	_____

3. How many of each of the following workers did you estimate you would need on the job at the peak of activity for that particular type? If these numbers were not met, check if you had overestimated your needs or if the workers were not available.

<u>Type</u>	<u>Check:</u>		
	<u>Estimated Number</u>	<u>Overestimated</u>	<u>Workers not Available</u>
supervisors and foremen	_____	_____	_____
carpenters	_____	_____	_____
masons	_____	_____	_____
riggers	_____	_____	_____
steelworkers	_____	_____	_____
pipe fitters	_____	_____	_____

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<u>Type</u>	<u>Estimated Number</u>	<u>Check:</u>	
		<u>Overestimated</u>	<u>Workers not Available</u>
welders	_____	_____	_____
insulators	_____	_____	_____
electricians	_____	_____	_____
other skilled workmen	_____	_____	_____
semi-skilled workmen (include helpers)	_____	_____	_____
common labor	_____	_____	_____

4. Length of work week and work day during the erection phase:

- a. Average number of days of construction activity per week \_\_\_\_\_ days
- b. Average number of days worked per week per employee \_\_\_\_\_ days
- c. Average number of hours worked per day per employee  
(include one hour of overtime as one hour worked.) \_\_\_\_\_ hours
- d. Average number of working hours per daily shift. (Ex-  
clude one hour of overtime as one hour worked.) \_\_\_\_\_ hours
- e. Number of shifts per day \_\_\_\_\_

1) Was the number of shifts the same throughout the phase?

Yes \_\_\_\_\_ No \_\_\_\_\_

2) If no, give number of shifts per day and starting and finishing dates for each.

Number of Shifts	Starting Date	Finishing Date

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5. Give the number of workers by type, if any, that you brought with you to this job (i.e. those not hired locally). Also give the locality from which the workers came.

Type	Number	Locality
supervisors and foremen	_____	_____
carpenters	_____	_____
masons	_____	_____
riggers	_____	_____
steelworkers	_____	_____
pipe fitters	_____	_____
welders	_____	_____
insulators	_____	_____
electricians	_____	_____
other skilled workers	_____	_____
semi-skilled workers (include helpers)	_____	_____
common labor	_____	_____

D. Field Assembly of Major Sub-Components

Sub-Components	Number of each	Cost of each	Estimated % Field Assembled	Names of Prefabricators
Reactor				
Regenerator				
Fractionator				
Compressors				
Heaters				
Heat Exchangers				

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5. Delay Time During Erection Phase

Often during a construction job, time is lost through circumstances which can not be planned for in advance, e.g. materials do not arrive on schedule. Give below the estimated number of days the erection phase of the est. cracker was delayed for the causes listed. Do not enter the length of time of the event itself. (e.g. Do not give the actual number of days that materials were behind schedule, but give the days lost in the overall construction job due to the absence of materials.)

If you can not make estimates for the individual causes but can estimate the total time-delay for the job, enter this figure after "Total time loss during erection phase."

<u>Cause of Delay</u>	<u>Estimated Working Days Lost on Job</u>
Transportation difficulties	_____
Materials not available	_____
Equipment not available	_____
Labor not available	_____
Labor disputes	_____
Rare climatic events, such as floods, etc.	_____
<u>Others:</u> (specify)	_____
_____	_____
_____	_____
_____	_____
Total time loss during erection phase	=====

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F. Additional Construction

1. Additional construction being carried on at the same time as the erection of the catalytic cracker. (Skip to (2) below if the same as for the foundation.)

Job	Contractor or Subcontractor (Name)	Check if independent of erection of cat. cracker

2. What net influence, if any, did the presence of additional construction have on the erection of the cat. cracker?

Questionnaire Completed by:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

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CRITICAL CLIMATIC VALUES

We understand that there are certain critical values of rainfall and temperature at which the flow of work will be significantly reduced and also at which essentially no work will be accomplished. We are attempting to find these critical values.

In column 1 of chart A give the values for the climatic condition, temperature, at which essentially no work will be accomplished. For example, if below  $-5^{\circ}$  F. no work can be accomplished during the construction of the foundation, enter -5 in column 1a. Indicate these values separately for the foundation phase and for the erection phase. In column 2 give the values for each phase at which there will be a significant reduction in the amount of work, and indicate the percentage that work will be reduced at this temperature. Do the same for chart B, rainfall.

If, from your experience, you have found that these critical values for temperature and rainfall vary geographically (i.e., people in one region can work effectively at lower temperatures than those in other areas, etc.) you should list the values for the various locations where you have had construction experience and indicate the location or region in column 3. If however, you have found that there are no differences among regions, you should list but one value in each column (1a, 1b, 2a, 2b) and indicate "no difference" in column 3.

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CRITICAL CLIMATIC VALUES

A Temperature (°F)

(1) <u>Temperature at which no work is accomplished</u>		(2) <u>Temperature at which work is significantly reduced</u>		(3) <u>Geographical Region</u>
(a) Foundation Phase	(b) Erection Phase	(a) Foundation Phase % reduction at temperature	(b) Erection Phase % reduction at temperature	

B Rainfall (inches/day)

(1) <u>Amount of rainfall at which no work is accomplished</u>		(2) <u>Amount of rainfall at which work is significantly reduced</u>		(3) <u>Geographical Region</u>
(a) Foundation Phase	(b) Erection Phase	(a) Foundation Phase % reduction at rainfall	(b) Erection Phase % reduction at rainfall	

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Although we have been told that temperature and rainfall are among the most important climatic conditions which affect the rate of construction, we feel that there may be others which have an equal or greater influence. If your experience indicates that such is the case, list these variables below in column 1 and give the units in which they should be measured. Then proceed to fill in their critical values in the same manner as you have for rainfall and temperature.

1 <u>Climatic Condition</u>	2 <u>No work accomplished</u>		3 <u>Significant reduction in amount of work</u>				4 <u>Geographical Region</u>
	a Foundation Phase	b Erection Phase	a Foundation Phase		b Erection Phase		
			% reduction at critical value	% reduction at critical value	% reduction at critical value	% reduction at critical value	

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RELATIVE IMPORTANCE OF WORKERS

If you had a full crew of workers and had to give up one worker of a particular type without the possibility of replacement, which type of worker listed on the chart below would you let go first? Consider each phase separately.

During foundation phase \_\_\_\_\_

During erection phase \_\_\_\_\_

Allowing the importance of these latter types to equal one (1), rate the comparative importance of each of the other types with respect to their dispensability during each phase. We are not interested simply in the order of importance, but in the actual quantitative proportions between workers. (For example, is one pipe fitter  $1\frac{1}{2}$  times,  $1\frac{1}{4}$  times or 3 times as important as the worker considered most dispensable?)

<u>TYPE OF WORKER</u>	<u>FOUNDATION PHASE</u>	<u>ERECTION PHASE</u>
Supervisors and foremen	_____	_____
Carpenters	_____	_____
Masons	_____	_____
Riggers	_____	_____
Steelworkers	_____	_____
Pipe fitters	_____	_____
Welders	_____	_____
Insulators	_____	_____
Electricians	_____	_____
Other skilled	_____	_____
Semi-skilled (including helpers)	_____	_____
Common labor	_____	_____

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LABOR EFFICIENCY

We would like you to compare the efficiency of workers in the various sections of the U. S. in which you have had experience. On the attached map indicate the section or area in which you have found the labor force to be the most efficient. Let the efficiency of the workers in this area equal 100. Then indicate all other sections in which you have constructed refineries or refinery units and compare the workers in these sections with those in the section you have called 100 with respect to their diligence, conscientiousness and capability. Express your ratings in percentages, as 40, 74, 92, etc.

Note: Be careful to eliminate labor costs, wage scales, and other monetary values from your consideration, and concentrate as much as possible on the "quality" of the construction workers. Also try to evaluate the relative efficiencies of labor as though your experiences had taken place all in one year so as to eliminate the effects that the level of employment might have on the diligence of the labor force.

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In the original copy, an outline map of  
the United States appears here.



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WEIGHT FOR REFINERY SITE

In the chart below are listed quantities for each of three factors -- maximum frost depth, maximum wind velocity and earthquakes. We would like you to evaluate the relative desirability of the quantities assigned to each factor, with respect to the simplicity of design of a unit. Simplicity of design should be measured by its effect on construction time. We have allowed a standard situation to equal one (1) and have inserted these weights in column b.

In each box in row A insert weights which indicate how much more or less desirable situations A-a and A-c are as compared to A-b. For example, if a maximum frost depth of 48 inches (A-c) is  $1\frac{1}{2}$  times more desirable than one of 60 inches (A-b), enter a weight of  $1\frac{1}{2}$  in box A-c.

Use the same method for assigning weights in rows B and C.

	a	b	c
A	72 inches	60"	48"
Maximum Frost Depth		1	
B	150 m/h	125 m/h	100 m/h
Maximum Wind Velocity		1	
C	designed for	not designed for	<del>X</del>
Earthquakes		1	<del>X</del>

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## DOCUMENT TO ROLL INDEX

Classification Number	Date Period	Vol	Title	Frame Roll No. Number	Sec. Clas	Retrieval Code				
H168.4	7-12/60	1	Directorate of Admin. Ser	58	U	076	001	400		
	1-6/61	1		50	U	016	101	400		
	7-12/61	1		72	U	076	101	400		
	1-6/62	1		93	U	016	201	400		
	7-12/62	1		113	U	076	201	400		
	1-6/63	1		131	U	016	301	400		
	7-12/63	1		170	U	076	301	400		
	1-6/64	1		234	U	016	401	400		
	7-12/64	1		276	U	076	401	400		
	1-6/65	1		331	U	016	501	400		
	7-12/65	1		391	U	076	501	400		
1-6/66	1		444	U	016	601	400			
H168.42-1	65-69	1	USAF Post-1-Courier Ser	557	U	006	501	421		
H168.42B	4/51	1	AF Records Reference Guide	600	U	045	101	420	200	
H168.42C	1-2/68	1		706	U	016	801	420	300	
H168.6002-1	57	1	Chief of Staff-Far East Comm	711	S	005	701	600	210	
H168.6002-2	57	1	Girard Case File	1031	S	005	701	600	220	
H168.6002-3	51-52	1	General Burns Collection	1265	U	005	101	600	230	
H168.8-9	4/52	1	Bomb Effectiveness Analysis	1388	C	045	201	890		
		2		1447	C	045	202	890		
		3		1503	C	045	203	890		
H168.8-10	1-3/52	1	Bomb Effectiveness Project	1524	C	015	201	810		
			Index	1611	U	999				