

~~CONFIDENTIAL~~

26 MAR 1958

MEMORANDUM FOR: Acting Deputy Director (Support)

SUBJECT: Survey of Office of Logistics

1. This memorandum contains recommendations submitted for your approval. Such recommendations are contained in Paragraphs a5, b5, c5, d5, and e5.
 2. The Planning Staff, Office of Logistics, survey report is submitted herewith as the first of the following sections:
 - a. Planning Staff
 - b. Administrative Staff
 - c. Security Staff
 - d. Building Planning Staff and Real Estate and Construction Division
 - e. Transportation Division
 - f. Procurement Division
 - g. Printing Services Division
- 25X1C
- [REDACTED]
- i. Supply Division

Signed

[REDACTED]
Chief, Management Staff

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26 MAY 1958

1. PROBLEM:

To ensure maximum efficiency and economy of operations for the Planning Staff, Office of Logistics.

a. Section - Functions

2. FACTS BEARING ON THE PROBLEM:

The functions of the Planning Staff have been published and disseminated within the Office of Logistics (LI 1-140-4, 22 Nov. 1957). (Tab E attached)

3. DISCUSSION:

The functional statements as published cover the responsibilities of the Planning Staff but are too detailed and redundant (i.e. 12 of the 14 functions are repeated for each branch).

4. CONCLUSION:

The functional statements should be restricted to major activities.

5. RECOMMENDED ACTION:

It is recommended that the functional statements be republished as follows:

The Chief, Planning Staff is responsible for:

- (a) Keeping the Director of Logistics and other elements of the Office of Logistics informed concerning the logistical aspects of Agency objectives, plans, programs and projects.
- (b) Providing the Director of Logistics with estimates of Agency logistic capabilities upon request.
- (c) Conducting long-range planning in coordination with appropriate elements of the Agency [REDACTED] to meet operational requirements, to establish strategic reserves, and to develop plans for major and forward support bases.
- (d) Furnishing technical logistic guidance and assistance to major Agency planning elements so that all operations take into consideration essential logistical implications from their inception through their implementation.
- (e) Developing coordinated logistic support plans, including requirements for facilities, material, and services, for programs, projects, or operations of any component of the Agency to insure accuracy, adequacy, completeness and feasibility. Continually

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refine and adjust support plans as operational plans are changed.

- (f) Developing or initiating action to secure basic policies and standards necessary in the planning of logistical support to Agency operations.
- (g) Developing phased mobilization and war plans for the Office of Logistics in coordination with appropriate elements of the Agency and the Divisions and Staffs of the Office of Logistics.
- (h) Collecting, analyzing, and maintaining current statistical data on logistical support capabilities.
- (i) Supervising and directing the Planning Staff, Office of Logistics.

b. Section - T/O and Staffing Pattern

2. FACTS BEARING ON THE PROBLEM:

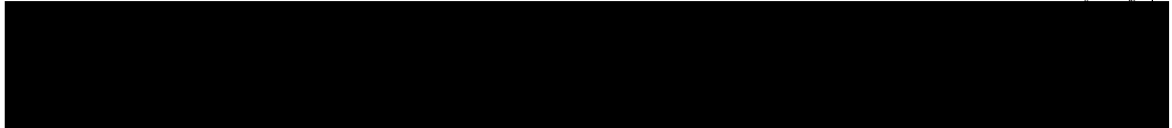
(a) The Planning Staff has undergone two major organizational re-alignments; the first a reduction from [redacted] positions in January 1957 and the Planning Staff underwent a further reduction from [redacted] positions during February 1958. Each of these T/O revisions were the direct result of the combined efforts of the Director of Logistics, the Deputy Director and the incumbent Chief, Planning Staff, in a desire to more adequately reflect the proper functions and anticipated workload burdens.

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(b) The functional responsibilities as contained in LI 1-140-4 which were used as a basis for the recently approved T/O reflect a positive delineation between the European, Near East, and Western Hemisphere Branch and the Asiatic-Pacific Branch which is not in conformance with the present duty assignments of personnel.

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(d) The rate of rotation of Planning Staff personnel to fill other Agency position requirements has been high. There has been a turnover of 50% of the personnel within one branch during the past year and only one senior planner has been on duty with the other branch of the Planning Staff for a period of over one year.

(e) Present T/O and staffing pattern: (See TAB A)

3. DISCUSSION:

(a) Staff assignments are in many cases predicted on availability of individuals despite the branch assignment of the personnel concerned.

(b) Although the Planning Staff is organized into two branches, many of the work assignments cut across branch lines (i.e. [redacted] Unconventional Warfare). Further examples are the Asiatic-Pacific Branch handling the [redacted] and the E/NE/WH Branch determining availability of procurement for the FE Division of DD/P.

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(c) The Planning Staff has been used as a personnel source for filling the requirements of Agency logistics positions of a senior type.

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4. CONCLUSION:

- (a) Recognition of existing branch structure in the assignments of work should be given wherever possible. 1/
- (b) The high rate of rotation of Planning Staff personnel does not afford continuity of planning and liaison.

5. RECOMMENDED ACTION:

- (a) The incumbent Chief of the Planning Staff has been on duty since the fall of 1957 and Agency training requirements plus a recent TDY trip overseas have left a comparatively short time for personally directing Planning Staff activities. Since the most current reorganization of the Planning Staff with a reduction of [REDACTED] positions took place during February 1958 it is deemed appropriate to recommend retention of the existing table of organization.
- (b) It is recommended that the personnel assigned to the Planning Staff serve a minimum tour of duty of two years and reassignment be staggered to allow for overlap.

1/ Attached as Tab B is a memorandum for Staff Planners of the Planning Staff prepared by Chief, Planning Staff which reaffirms the reasons for establishment of the branch structure.

c. Section - Method of Operation

2. **FACTS BEARING ON THE PROBLEM:**

- (a) The Chief, Planning Staff, receives direction from and reports to three senior officials of the Office of Logistics: the Director, the Deputy Director, and the Executive Officer.
- (b) The Chief, Planning Staff, has been assigned ad hoc responsibilities to monitor and coordinate operational projects within the Office of Logistics.

3. **DISCUSSION:**

- (a) The Planning Staff has been serving as a liaison control point between the DD/P complex and the Office of Logistics. Further, the Chief, Planning Staff, has received direction from the Office of the Director of Logistics to coordinate special operational projects within the logistics components. Operational crash projects have been monitored by the Planning Staff.
- (b) The Planning Staff has exhibited a marked tendency toward carrying logistical responsibilities beyond the confines of their planning function. Individual motivation and enthusiasm have in many cases caused Planning Staff personnel to disregard the functional responsibilities of other logistics components.

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4. **CONCLUSIONS:**

Under the present concept of Planning Staff responsibilities, the monitoring and controlling of logistical aspects of operational projects are not related to the Planning Staff function.

5. **RECOMMENDED ACTION:**

It is recommended that the focal point for monitoring, ensuring appropriate coordination, liaison and direction of all special projects of a current operational nature be included as a functional responsibility of the Executive Officer of the Office of Logistics. 1/

1/ This has been accomplished by delegation of authority from the Director of Logistics dated 14 April 1958 (See TAB C).

d. Section - Staff Papers

2. **FACTS BEARING ON THE PROBLEM:**

Staff papers created within the Planning Staff and submitted in conformance with direction or resulting from liaison contact with the DD/P complex, which require signature of the Director or Deputy Director of Logistics, are subjected to dual review within the Planning Staff for editorial format, logistics policy and substantive content prior to release.

3. **DISCUSSION:**

Staff studies currently being prepared by senior planners of the Planning Staff are processed in the following manner:

- (a) Prepared by the senior planner.
- (b) Typed in draft by the branch secretary.
- (c) Reviewed by the Branch Chief.
- (d) Submitted to Admin. Asst., Office of Chief, Planning Staff, who reviews for editorial format, grammar and spelling.
- (e) Submitted to Deputy Chief, Planning Staff, for review of substantive content and logistics policy.
- (f) Submitted to Chief, Planning Staff, for similar review (step 5 above).
- (g) Returned to branch for final typing, which consists of typing the prerequisite number of copies essential for Agency dissemination plus five copies retained in Planning Staff:
 - (1) Originator's copy or branch file copy
 - (2) Branch chrono copy
 - (3) Planning Staff official file copy
 - (4) Planning Staff chrono copy
 - (5) Planning Staff reading file copy
- (h) Stamped with a coordination box on Planning Staff official file copy with provision for the following initials:

- (1) Originator
 - (2) Branch Chief
 - (3) Deputy Chief
 - (4) Chief
- (1) Submitted by the branch to the Admin. Asst. in the Office of the Chief, Planning Staff, who reviews for editorial format, grammar, and spelling.
 - (2) Submitted to Chief or Deputy Chief for final signature if within the delegation of authority or initialled if requiring the signature of the Director or Deputy Director of Logistics.

4. CONCLUSION:

From examination of the procedural steps involved in the preparation of a staff study, it is evident that the review function as exercised is far too extensive considering the position level of the personnel responsible for initial preparation of staff studies. Senior planners should be kept abreast of the Office of Logistics and Agency policies so as to preclude necessity for continuous review. Staff studies should be reviewed by the Chief, Planning Staff, in final form which will eliminate the necessity for dual typing of voluminous reports, and the dual review for editorial format, grammar and spelling.

5. RECOMMENDED ACTION:

It is recommended that:

- (a) Senior Planners of the Planning Staff be charged with and held responsible for completed staff work. 1/
- (b) Staff studies should be prepared in final format for submittal to the Chief, Planning Staff thereby eliminating the dual typing and dual review functions currently being performed.
- (c) Only three copies of staff studies should be prepared for Planning Staff retention: originator's copy, Planning Staff official file copy and chrono copy (the chrono copy being used as the reading file copy).

1/ Attached as Tab D is a memorandum for members of the Planning Staff prepared by the Chief, Planning Staff on the subject of preparation of paper-work. This directive delineates the material which will continue to be prepared in draft form and specifies that type which can be prepared in final form. The Chief, Planning Staff, has indicated that commensurate with the degree of competence of individuals charged with the preparation of staff studies the current restrictions for draft preparation will be lessened.

e. Section - Current Workload

2. FACTS BEARING ON THE PROBLEM:

The workload currently being accomplished by the Planning Staff includes:

- (a) Coordination and preparation of logistics annexes to specific country programs and operational projects prior to their PRC approval.
- (b) Budgetary review of area and country plans to discern changes in 08 and 09 funds which may have logistics implications.
- (c) Developing the line item requirements necessary to fulfill the Agency's support of the [REDACTED] [REDACTED] [REDACTED] [REDACTED]
- (d) Conducting liaison with [REDACTED]
 - (1) For inclusion of the Agency's logistical requirements in [REDACTED]
 - (2) to determine availability of specific critical items for crash operational programs.
- (e) Planning and developing the logistics support for the Agency's Emergency Relocation Program.
- (f) Planning and developing requirements for advance and forward support bases together with the relocation of current Agency logistical stockpiles (i.e. [REDACTED])
- (g) Reviewing for logistics implications the Department of Defense and Department of State Emergency and Evacuation Plans for foreign countries.
- (h) Serving as a logistics focal point for liaison and coordination with the DD/P area divisions and staffs.
- (i) Evaluating the Agency's strategic reserve materiel to reconcile operational requirements of the DD/P elements with materiel on hand.
- (j) Developing for project [REDACTED] materiel standards, replacement standards, support standards, packaging techniques, schedules for periodic inspection, storage criteria, tables of allowances and equipment, substitution of items etc.

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(k) The Planning Staff is currently preparing the following reports:

- (1) Monthly Activity Report of the Planning Staff,
- (2) Monthly Operations Report of the Office of Logistics,
- (3) Quarterly Logistics-Data Report (Clandestine Services),
- (4) Quarterly Report, Continuity of Logistics Planning-Emergency Actions,
- (5) Semi-annual Report of Accomplishments and Objectives of the Planning Staff,
- (6) Semi-annual Office of Logistics Activity Report for the Killian Committee, and
- (7) Annual Report on Wartime Preparation.

3. DISCUSSION:

(a) The Planning Staff's major workload stems chiefly from the logistics problems of the DD/P area divisions and from the requirements levied by the DD/P staffs. As the liaison control point for the DD/P complex, the senior planners coordinate, through the area division logistics officer, with case officers in the preparation of logistical annexes to specific operational projects.

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(c) The Planning Staff receives from the DD/P complex the logistical annexes to area and country plans expressed in estimated dollar requirements. The senior planners perform a review of these annexes to ascertain if the O8 and O9 funds have any logistics implications (i.e. availability, procurement lead-time, and utilization of existing materiel assets of the Agency).

(d) In the planning and developing of requirements for advance and forward support bases together with the relocation of current Agency stockpiles, the Planning Staff has in instances assumed functions specifically delegated to the Chief, Supply Division who is responsible to: "exercise command of COMUS supply installations and technical control over the supply operations of Agency supply depots".

- (e) The Planning Staff is currently engaged in studying the Agency's strategic reserve materiel to reconcile requirements with materiel on hand through use of the stock status reports.
- (f) The preparation of seven reports of varying frequency constitutes one log planning assistant's full workload. The participation of senior planners and feeder reports from other components of the Office of Logistics are required. The reporting workload requires additional time expenditures for controlling, logging and filing by each recipient.

4. CONCLUSION:

- (a) The Planning Staff's responsibility for planning for the Office of Logistics to ensure availability for materiel, in the form of strategic reserves, to meet long-range Agency requirements is an example of the type of activity the Planning Staff should be engaged in more fully, rather than the Planning Staff's carrying out functions assigned to other components of the Office of Logistics.
- (b) While there are advantages in limiting the number of persons conducting liaison [REDACTED] liaison activity by the Planning Staff should be restricted to planning functions.
- (c) Certain of the area divisions of the DD/P complex are not currently coordinating with the Planning Staff in the preparation of logistical annexes to area and country plans. Knowledgeability of changes in O8 and O9 funds comes only after a review of the approved logistics annexes.
- (d) There are instances where members of the Planning Staff have been engaged in activities relating to the planning and developing of requirements for advance and forward support bases which are functional responsibilities of the Supply Division.
- (e) The compilation of final reports by the Planning Staff, together with the preparation of feeder reports by other components of the Office of Logistics, requires considerable manpower expenditure that should be evaluated in terms of initial requirement and continuing need.

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5. RECOMMENDED ACTION:

It is recommended that:

- (a) The current activities of the Planning Staff for long-range planning to ensure availability of materiel in the form of strategic reserves be restricted to planning, with full recognition of the functional responsibilities of other components of the Office of Logistics.



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responsibility, referring procurement, supply and transportation matters to the appropriate Division Chief for direct liaison contact.

- (c) The Logistic Officer in the area divisions and senior staffs of the HQ/F complex coordinate with the Planning Staff during the time the budget for the logistical annexes of area and country plans are being formulated to ensure availability of required materiel and full utilization of agency materiel assets.
- (d) The Planning Staff confine its activities to planning with the Supply Division exercising the full responsibility for the functions delegated by LI 1-140-7.
- (e) The Director of Logistics or his designee evaluate the reports submitted by the Planning Staff in an effort to reduce the current reports work burden to the minimum essential. (Note: The Director of Logistics has already taken steps to review the Monthly Operations Report.)

 1958
 Chief, Management Staff

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Attachments:
TABLE A thru E

CONCURRENCE:

SIGNED

 JAMES A. GARRISON
 Director of Logistics

JUN 19 1958

 Date

The recommendations in Paragraphs a5, b5, c5, d5, and e5 above are approved.

(signed) H. Gates Lloyd

 H. GATES LLOYD
 Assistant Deputy Director (Support)

AUG 5 1958


 Date

Distribution:

Orig & 1 - D/Logistics w/1 attach.
 1 - ~~10/5~~ Chrono. Subject Recding (w/1 att.)

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Hgt Stf: 

(May 26, 1958)

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