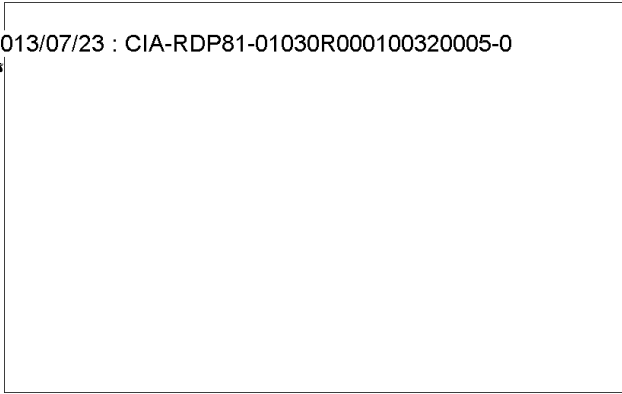


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CENTRAL INTELLIGENCE AGENCY

INFORMATION REPORT

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SECURITY INFORMATION

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50X1-HUM

COUNTRY East Germany

REPORT

SUBJECT Organization of Zeiss, Jena

DATE DISTR. 4 December 1953

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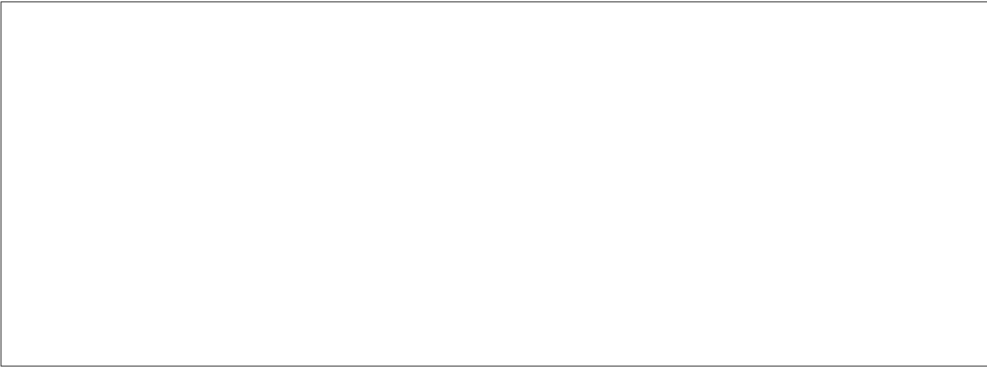
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REPORT

COUNTRY : Germany (Sov Zone)

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INTRODUCTION

1. In the early postwar period, the Carl Zeiss Optical Plant in Jena was almost completely dismantled on order of the Soviet authorities. It is estimated that 96 per cent of the equipment in the plant was sent to an unknown place or places in the USSR. Under the auspices of the East German Government the plant was gradually rebuilt and by 1948 was again producing optical and other precision instruments. By 1953 the Zeiss plants in the Soviet Zone (Jena, Saalfeld, Weimar, and Dresden-Reick) had surpassed the pre-war Zeiss complex both in number of personnel employed and in production output. Zeiss plants in the Soviet Zone now employ approximately 17,000 workers, of which 15,000 are employed in the Jena plant. Rebuilt as a state-owned or nationalized firm (VEB, Volkseigener Betrieb), the Zeiss plants were administered by a nationalized industry cartel (VVB-Optik) which in turn was responsible to the Ministry for Machine Construction (Ministerium fuer Maschinenbau) of the DDR. Internally, the structure of the Zeiss plant remained virtually unchanged except for the inevitable addition of the Planning Department, the office of the Labor Director, and the Plant Trade Union Office, all of which had political or semi-political functions.

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- 2. During the period 1951 to 1952, however, organizational changes were ordered. Externally, the VVB-Optik was excluded, and the Zeiss, Jena, plant henceforth was directly responsible to the Ministry for Machine Construction, in which KUNZE is charged with responsibility for production of optical equipment. Internally, new departments were created and old ones subdivided. Production was not affected by these administrative changes; the apparent reason for the reorganization was the desire for uniformity among the nationalized plants in the DDR.

DEPARTMENTS AND BRANCHES OF ZEISS, JENA

- 3. [redacted] a chart showing the organization of Zeiss, Jena [see page 13] and also a chart showing the organization of the Sales Division of Zeiss's Commercial Department, [redacted]. The abbreviations appearing on these charts are the official abbreviations used by the plant. [See pages 14 and 16 for the keys to these abbreviations, giving both the expanded German designation and the English translation.]

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Office of the Plant Director

- 4. Dr. SCHRADE is the Director of the plant and is responsible for the continuous smooth operation of the entire enterprise and also for accomplishing the production goals set by the government.

Plant Directors

- 5. Subordinate to the Plant Director, but on a higher level than the eleven specialized departments of Zeiss, are three offices: the Labor Director, the Plant Trade Union Office, and the Plant Party Organization. The term "subordinate" does not in reality reflect with sufficient precision the stature of these three offices, as each has a direct responsibility to agencies outside Zeiss. They can be distinguished from the other departments directly subordinate to the plant director in that the latter are specialized administrative or productive entities, while the three offices in question generally deal with semi-political problems concerning the entire plant. [redacted] an additional office of this kind has been or will shortly be created, which is to be headed by an official known as the Cultural Director (Kultur Direktor). [redacted]

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Labor Director

- 6. The Labor Director is ROEHRDANZ. (He was conscripted as a specialist to the USSR during the period 1946-1952.) This office was created during 1952 in the wake of the reorganization mentioned above. The functions of this office [redacted] is primarily concerned with questions of effective utilization of labor, and that it is responsible for the promotion of heroes of labor (Aktivisten) and (Aktivisten Brigaden) as well as the problem of accelerating production by means of the collective agreement (Kollektiv Vertrag). The activities of the Labor Director had not as yet affected the Commercial Department [redacted]

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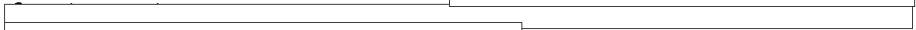


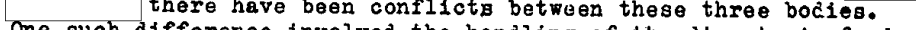



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Plant Trade Union Office

- 7. The chief of this office is KLOTZ. There are approximately ten persons employed here. The function of this office is to represent the interests of the employees vis-a-vis the management of the plant. For this purpose, every department, branch or section thereof, or other administrative unit of the plant elects one representative to the Trade Union Office for each 40 employees. This office is additionally charged with the social and cultural well-being of the employees. In this regard, the trade union office makes use of the facilities that were available for plant employees prior to 1945, such as the club house with its reading rooms and libraries, and the plant's adult education program. It is true that the evening classes have been expanded during the last years as a result of a widely publicized campaign on the part of the trade union so as to include at present between 3,000 and 5,000 students. On the whole, however, the social and cultural activity of the Trade Union Office has been no more than a continuation of old practices and making use of long existing facilities.
- 8. In the economic sphere, the trade union of Zeiss differs from trade unions in a free economy in that it does not so much represent the interests of the labor force, but rather constitutes an organ of the government, which together with the plant management (in effect another government organ), strives toward fulfillment of the government's goal, namely the fulfillment of the planned production quotas. This condition is generally recognized among the plant's employees, that is, that the trade union does not represent the interests of the workers when in conflict with the management. The workers also recognize that although the trade union occasionally sponsors exposes of abuses of workers by management, these exposes are motivated solely by the desire to safeguard the planned production. This realization of the true role of the trade union office is documented by the hesitation with which workers pay their dues, a condition which has forced the trade union newspapers to engage in frequent campaigns against those in arrears.

Plant Party Organization

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- 9. The head of this office is BLUME.   
  
 Consequently, together with the trade union and the plant director, it is concerned with the execution of the government-initiated production schedules.   
 there have been conflicts between these three bodies.   
 One such difference involved the handling of the director's fund. 

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Specialized Departments

- 10. Since the reorganization in 1951-1952, the number of specialized departments has been eleven. It should be noted that each of the four production divisions (Telescope, Optical Equipment, Microscope, and Spectacles Production Division) is equivalent in reality to a department because of relative importance in the plant. However, they have been grouped together under a single office, that of the Technical Director, constituting the eleventh department. The eleven departments are discussed in the following paragraphs in the order in which they appear on the plant organizational diagram except that the Commercial Department is discussed last, paragraph 21, 

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Planning Department

11. Dipl. Ing. SCHREIBER held the post of chief [redacted] Details of the activities of this office are [redacted] it had a sub-office in every other department of Zeiss. Thus, for example, in the Sales Division of the Commercial Department there existed a planning staff (KBV Pla). [See page 15.] This department functions as the centralized office to which the other departments submit estimates as to production capacity for the coming year, and from which the other departments will receive the quota finally determined for production. Not only the entire plant's output is planned, but also the construction of new offices, laboratories, workshops, and social facilities. Although that part of the planning dealing with the total output of Zeiss is actually the jurisdiction of the Production Department, this department is ultimately responsible to the Planning Department.

Development Department

12. Dipl. Ing. BISCHOFF, a pre-war employee of Zeiss and generally considered only a mediocre scientist, is the chief of this department, where about 500 persons are employed. The Development Department is charged with the application of discoveries made by the Research Department. It has been enlarged by the addition of personnel and the creation of added development bureaus [redacted]

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Production Department

13. Dipl. Ing. SCHMITZ is the chief of this department which is responsible for seeing that the plant meets scheduled production goals. In addition, every order received from customers by the Commercial Department must be submitted to the Production Department, which in turn assigns production quotas to the individual production divisions under the technical director [see paragraph 20] In supervising production and assuring conformance to the production plan, the Production Department would appear to exercise a concurrent jurisdiction with the Planning Department but the distinction is as follows: The Planning Department has an over-all responsibility for the execution of the planned production schedules for the entire plant. These plans do not pertain solely to output, but also include additional construction, investment, etc. The Production Department is the responsible body, becoming, therefore, an agent of the Planning Department, charged with the execution of the most important part of the plan, i.e., production or output.

Personnel Department

14. BRAUNE is the chief of the Personnel Department, in which about 15 persons work, plus representatives of this department distributed throughout the other departments of the plant. In addition to the normal duties carried on by a personnel department, the Zeiss Personnel Department carries out semi-political or security functions. For example, it is charged with screening applicants in order to weed out possible enemies. It maintains a record of the political reliability of employees which, in the case of higher officials, serves as a basis for approving or disapproving an assignment in a foreign country. Personal questionnaires which are kept by this department deal with the political affiliation of employees. However, membership in political parties such as the Soviet Zone C.D.U. or L.D.P.

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does not necessarily disqualify an applicant for work; on the contrary, it is looked upon as active participation in the political life of the DDR, and is thus preferred to non-participation.

#### Inspection Department

15. The chief of the Inspection Department is Ing. WOLFRAM. In addition to the personnel working in the department offices, inspectors from this department are assigned to control points throughout the production shops. Every article produced by Zeiss is checked by so-called "neutral inspectors" of the Inspection Department. These inspectors are not administratively or otherwise affiliated with the production shops to which they are assigned to exercise their inspection functions.

#### General Plant Department

16. The chief of this department is Dipl. Ing. WIEHL. Prior to the 1951 reorganization, the General Plant Department was responsible for plant utilities, plant construction, and the maintenance workshops (as distinguished from the production workshops). As a result of the reorganization, however, the workshops were removed from the jurisdiction of this department and a new department, the Central Plant Department [ see paragraph 19/ ], was formed with the sole responsibility of supervision, operation, and upkeep of the maintenance workshops.

#### Research Department

17. Dr. GOERLICH, a returnee from the USSR, is chief of this department, which employed 300 to 500 persons. The Research Department is divided into a number of laboratories, of which the following are

- a. Inorganic Microscopy
- b. Organic Microscopy
- c. Physical Measuring Instruments
- d. Ophthalmological Instruments
- e. Crystal Laboratory
- f. Chemical Laboratory
- g. Layer Laboratory (Schichten Laboratorium)
- h. Supersonic Laboratory (Chief: Dr. SCHUSTER)

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The number of research laboratories as well as the number of personnel assigned to the Research Department were increased as a result of the reorganization. Among those newly created are the Supersonic Laboratory for the utilization of supersonics in the analysis of materials, and the Layer Laboratory in which polarization filters are being studied.

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[Redacted]

General Administration (Allgemeine Verwaltung)

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18. [Redacted] It is a newly-created department [Redacted] [Redacted] it deals essentially with administrative matters. [Redacted] [Redacted] it is concerned with the control of duty travel by employees.

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Central Plant Department

19. Dipl. Ing. TROSTMANN was chief of the Central Plant Department, which was created during 1951-1952 and employs about 2,000 persons. It supervises the maintenance workshops of the Zeiss plant. These workshops are distinct from the production workshops under the technical director in that they do not produce finished products but only the machine tools and other specialized equipment required by the production shops. [Redacted] removal of the maintenance shops from the jurisdiction of the General Plant Department [paragraph 16] to the Central Plant Department [Redacted] The equipment of these workshops is similar to that available prior to the dismantling. The new equipment was obtained by purchase, construction, or cannibalization from other plants that had also been dismantled. Today the capacity of these workshops as well as of the production shops is equal to, or greater than, that in pre-dismantling days, especially since most of the machines are new and have depreciated relatively little. This, however, does not mean that the output per machine is higher today. On the contrary, low quality raw material and decreased labor efficiency have resulted in an actual decrease in output per machine.

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Office of the Technical Director

20. Ing. Rudolf MUELLER holds the position of technical director and there are about 20 persons employed in this office. The department was created in the 1951-1952 reorganization to coordinate the production effort of the four production divisions listed below. Until that time, these four production divisions were equivalent to departments. (He was commonly known throughout the plant as "RUMUE".)

a. Telescope Production Division

Chief: Ing. SCHUBART  
Personnel: From 2,000-3,000

b. Optical Equipment Production Division

Chief: SCHUBERT (He replaced Walter FISCHER, [Redacted])  
Personnel: 3,000

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c. Microscope Production Division

Chief: Ing. TIELE  
Personnel: 1,500

d. Spectacles Production Division

Chief: HAENDSCHE  
Personnel: 800

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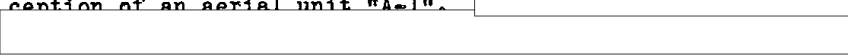
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Articles produced by Zeiss, Jena, since 1948 are similar to the articles produced prior to 1939 except that to the best of my knowledge no military articles have been produced with the exception of an aerial unit "A-1".



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Commercial Department

21. The chief of this department was SANDMANN



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filled. the office will be discontinued and the three divisions composing the department will be elevated to the level of departments. The Commercial Department employed about 1,200 persons distributed throughout the three divisions as shown below.

a. Finance Division

Dr. HUEBNER is the head of this division and 250-300 persons work here. This division is responsible for the payment of salaries and for the keeping of all financial records of the Zeiss plant.

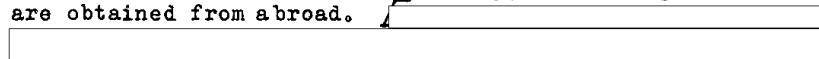
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Dr. HUEBNER, represents the best interests of the Zeiss plant and if the policy of the government and management are contrary to the interests of Zeiss, HUEBNER attempts with all means at his disposal to resist the state policy. One problem, for example, in which there were differences of policy dealt with inventory. The Richtsatztage (turn-over period) set by the government was 25 days. That is, 25 days after completion, a finished item must be sold. Every additional day, the government felt, constituted an extreme burden for the plant. HUEBNER, on the other hand, maintained that the position of the government was unrealistic, that in some cases it was impossible to conform to the established turn-over period, and that a longer storage period was simply an added cost which the plant must finance. In other words, HUEBNER maintained that the plant in its own interests of decreasing the expense of holding a large inventory would naturally endeavor to keep the turn-over period to a minimum, but that it would be impossible to conform to any definite turn-over period established by law.

b. Materiel Division

The chief of this division is RUEMLER. (Until March, 1953 this post was held by JAHR, ) This division employs 250-300 persons and is responsible for the procurement of raw materials required for production. Most material is obtained internally, but some goods are obtained from abroad.

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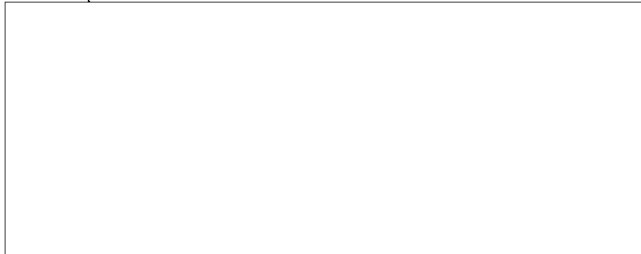
c. Sales Division

The chief of this division is FROMM [redacted]

[redacted] This division employs 600 persons and has two principal responsibilities: the distribution of Zeiss products to consumers, and the advertising of new developments and new products from the scientific departments of Zeiss. The Sales Division is divided geographically and by commodity as follows [see page 15 which presents the organization of the Sales Division.]

(1) Geographic Sales Branches

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(c) Sales Distribution Branch, Soviet Bloc

Chief: ROMMEL ([redacted])  
ROMMEL was a member of a trade delegation in China. During 50X1-HUM ROMMEL's absence, this branch is headed by STARKE.)

(d) Sales Distribution Branch, East Germany

Chief: Dr. BERG

(2) Commodity Sales Branches

(a) Precision and Optical Equipment Sales Branch

Chief: SCHADE

This branch is subdivided into the following commodity sales sections:

1. Spectacles Sales Section
2. Ophthalmological Equipment Sales Section
3. Photographic Equipment Sales Section
4. Motion Picture Projector Equipment Sales Section

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(b) Scientific and Technical Equipment Sales Branch

Chief: SENFT

This branch is subdivided into the following commodity sales sections:

1. Microscopes Sales Section
2. Optical Measuring Equipment Sales Section
3. Medical Equipment Sales Section
4. Special Products Sales Section
5. Measuring Equipment Sales Section
6. Astronomical Equipment Sales Section
7. Miscellaneous Equipment Sales Section
8. Precision Measuring Equipment Sales Section

Each commodity sales section is staffed by approximately 20 employees, so that the Precision and Optical Equipment Sales Branch has a total of about 100 employees, and the Scientific and Technical Equipment Sales Branch employs a total of just under 200 persons.

(3) Other Branches of the Sales Division(a) Advertising Branch

Chief: Dr. BOHNE

About 25-30 persons work in the Advertising Section and in the Exhibit Hall.

(b) Economic-Political Branch

Chief: Dr. BARDER

This branch is engaged in fact-finding work to determine market trends. A special section known as the "Precision and Optical Equipment Sales Competition Section" is subordinate to the Economic-Political Branch and is concerned with collecting literature about products of competing firms. This information is obtained from the representatives of Zeiss in foreign countries who collect it and transmit printed prospectuses of competitors to this section in Jena. This information is public and does not constitute industrial espionage.

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(c) Sales Division Planning Staff

This office studies the conformance of the Sales Division to the industrial plan. It deals with and is subordinate to the Planning Department [see paragraph 11].

(d) Finished Products Storage Branch

Chief: GRAICHE

This branch employs about 60 persons and operates the storehouse in which finished products are stored before they are forwarded to consumers.

(e) Shipping Branch

This branch is responsible for the packing and shipping of finished products to consumers.

DETERIORATION OF THE SCIENTIFIC DEPARTMENTS OF ZEISS, JENA

22. It is generally felt today that the personnel of the two scientific departments (Research and Development Departments) are second and third rate scientists and technicians. This has had a deplorable effect on the production and sales of Zeiss in the recent years. In fact, since the reconstruction of Zeiss, and until the present, nothing basically new has been produced by the plant. Part of the explanation lies in the tremendous postwar consumer market. This led, in 1948, to the decision to begin as quickly as possible with the production of the old standard Zeiss products and not to go beyond the 1939 level of development. It was hoped to benefit by the great pent-up demand, and then gradually to modify the Zeiss products. During this period some articles were improved, but in no case were any basic innovations made which could be regarded as an advance in optical science. As construction began to proceed, however, it became evident that the argument had not been sound. For one thing, the reconstruction of Zeiss was taking too long and the demand was beginning to slack off considerably as the optical industry of the United States succeeded in capturing and satisfying the former German market for optical equipment. Secondly, it became clear that other countries had developed their optical products to a point that threatened to make Zeiss products, based on the 1939 level of development, obsolete.
23. The situation became critical in 1950. Up to that time it was still possible to use the argument of pent-up consumer demand to explain the failure of Zeiss to introduce new articles. By 1950, however, it was obvious that in the immediate future new articles would have to be offered in order to meet the competition. To overcome the retrogression of the scientific departments, steps were taken to increase the staffs of the various existing laboratories and to increase the number of laboratories. Contact was made with institutes and other industries in the DDR for an exchange of scientific information and for loan of scientific consultants. Furthermore, a serious attempt was made to obtain accurate knowledge of the level

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of development in foreign countries. Of the newly employed scientists, much hope is based on such men as Professor SCHUSTER, formerly of the University of Breslau, who joined Zeiss during 1948, and Dr. NEEBE, a specialist in the field of interferometry, who joined the measuring laboratory in 1951 from the University of Leipzig.

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- 24. The latest hope of Zeiss is the return of leading specialists from the USSR. [redacted] the return of these scientists has not yet resulted in any new developments. Moreover, any fits to Zeiss resulting from the return of these scientists is being offset to a very considerable extent by the flight of able scientists [redacted]

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The arrests of March 1953 also dealt a heavy blow to Zeiss progress, when many able men, some in leading positions in the plant [redacted], were suddenly and arbitrarily arrested by the government for various economic and political reasons which mostly boiled down to the fact that these men were not good Communists.

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- 25. Zeiss realizes that increasing the number of scientific and technical personnel is only one of several ways to increase the efficiency of these departments. The plant also realizes that the regression has also been caused by the isolation of German scientists from the remainder of the Western scientific world, their inability to attend international congresses, and their inability to exchange scientific information. The plant hopes that as a result of the "New Course" (new policy in the DDR resulting from the June uprisings), these conditions will be changed and new impetus to scientific progress at Zeiss will be given. There are already indications that the "New Course" may mean the end of the scientific isolation of the DDR. Dr. GOERLICH, Chief of the Research Department, was recently in Sweden to attend the St. Eric's Fair in the company of the designer GRAETSCH. During September 1953 Dr. GOERLICH and Prof. SCHUSTER plan to attend a scientific congress in Innsbruck.

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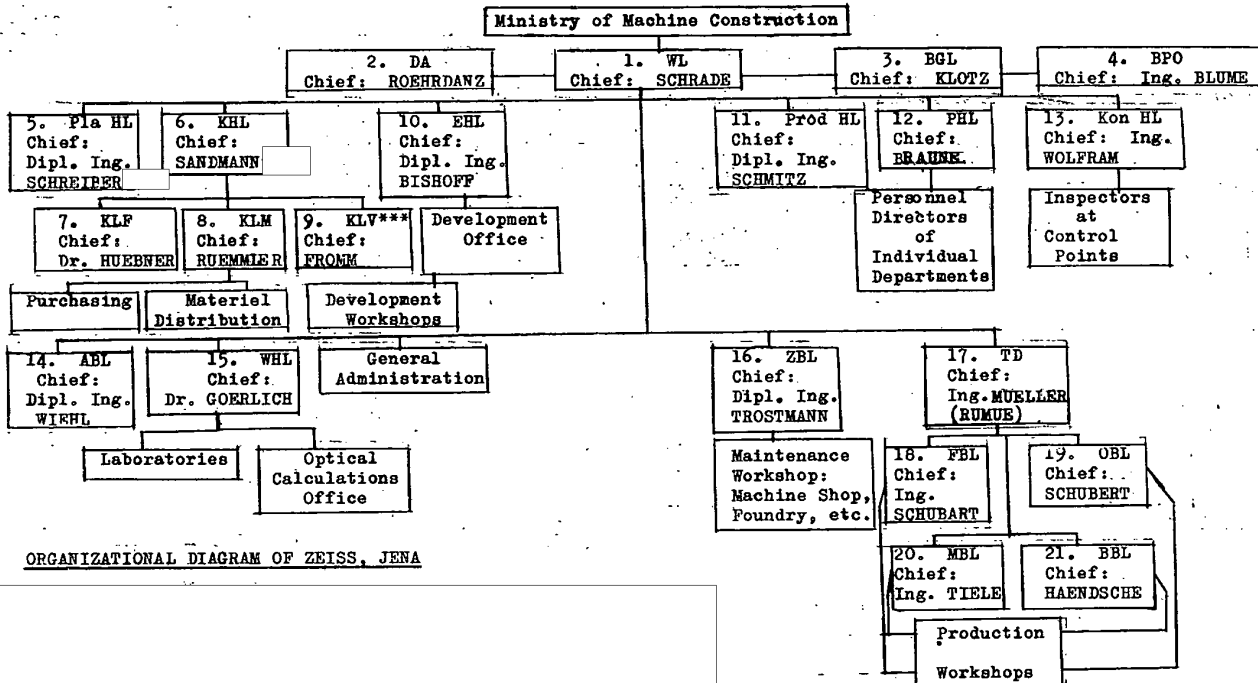
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Comment: In January 1953, the newly formed Ministry of General Machine Construction took over the administration of VVB Optik.

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ORGANIZATIONAL DIAGRAM OF ZEISS, JENA

\*\*\* For organizational diagram of Sales Division, see page 157

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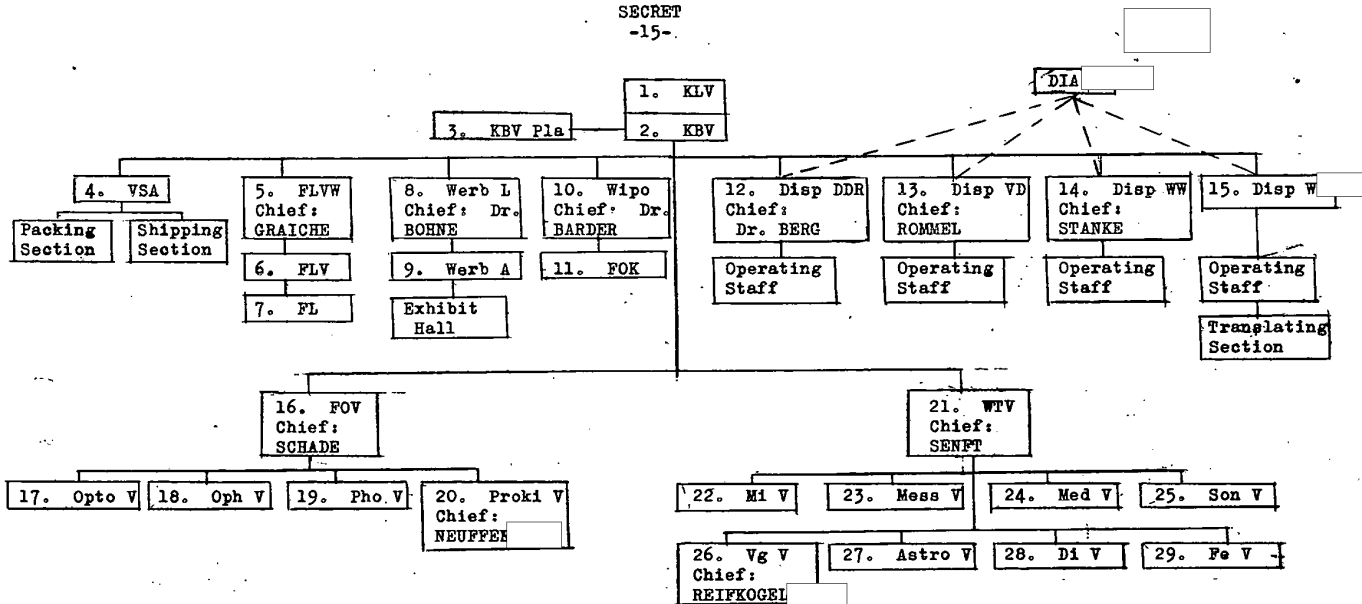
Key to Numbered Abbreviations on Chart of Zeiss Organization\*

1.	WL	Werksleitung	Office of Plant Director
2.	DA	Direktor fuer Arbeit	Labor Director
3.	BGL	Betriebs Gewerkschaftsleitung	Plant Trade Union Office
4.	BPO	Betriebs Partei Organization	Plant Party Organization
5.	Pla HL	Planungs Hauptleitung	Planning Department
6.	KHL	Kaufmaennische Hauptleitung	Commercial Department
7.	KLF	Kaufmaennische Leitung - Finanzen	Commercial Dept., Finance Division
8.	KLM	Kaufmaennische Leitung - Material	Commercial Dept., Materiel Division
9.	KLK	Kaufmaennische Leitung - Vertrieb	Commercial Dept., Sales Division
10.	EHL	Entwicklung Hauptleitung	Development Department
11.	ProdHL	Produktion Hauptleitung	Production Department
12.	PHL	Personal Hauptleitung	Personnel Department
13.	Kon HL	Kontroll Hauptleitung	Inspection Department
14.	ABL	Allgemeine Betriebsleitung	General Plant Department
15.	WHL	Wissenschaftliche Hauptleitung	Research Department
16.	ZBL	Zentrale Betriebsleitung	Central Plant Department
17.	TD	Technischer Direktor	Technical Director
18.	FBL	Fernrohr Betriebsleitung	Telescope Production Division
19.	OBL	Optik Betriebsleitung	Optical Equipment Production Division
20.	MBL	Mikro Betriebsleitung	Microscope Production Division
21.	BBL	Brillen Betriebsleitung	Spectacles Production Division

\* Note: abbreviations are the official abbreviations used by the Plant.

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ORGANIZATIONAL DIAGRAM OF SALES DIVISION OF ZEISS, JENA



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Key to Abbreviations on Chart of Organization of Sales Division of Zeiss\*

1.	KLV	Kaufmaennische Leitung - Vertrieb	Commercial Department, Sales Div.
2.	KBV	Kaufmaennisches Buero - Vertrieb	Sales Division Administrative Staff
3.	KBV Pla	Kaufmaennisches Buero - Planung	Sales Division Planning Staff
4.	VSA	Versandabteilung	Shipping Branch
5.	FLVW	Fertigwarenlagerleitung	Finished Products Storage Branch
6.	FLV	Fertigwarenlagerverwaltung	Finished Products Storehouse Administrative Staff
7.	FL	Fertigwarenlager	Storehouse for Finished Products
8.	Werb L	Werbeleitung	Advertising Branch
9.	Werb A	Werbeabteilung	Advertising Section
10.	Wipo	Wirtschafts-politische Abteilung	Economic-Political Branch
11.	FOK	Feinmechanik-optische Konkurrenz	Precision and Optical Equipment Sales Competition Section
12.	Disp DDR	Disponent - DDR	Sales Distribution Branch, East Germany
13.	Disp VD	Disponent - Volks-Demokratien**	Sales Distribution Branch, Soviet Bloc
14.	Disp WW	Disponent - Westdeutsches Waehrungsgebiet	Sales Distribution Branch, West Germany
15.	Disp W	Disponent - West	Sales Distribution Branch, West
16.	FOV	Feinmechanisch-Optischer Vertrieb	Sales Branch, Precision and Optical Equipment
17.	Opto V	Brillenglaesser Vertrieb	Sales Section, Spectacles
18.	Oph V	Opthalmologische Geraete Vertrieb	Sales Section, Ophthalmological Equipment
19.	Pho V	Photo Objektive Vertrieb	Sales Section, Photographic Equip- ment
20.	Proki V	Projektions u. Kino Geraete Vertrieb	Sales Section, Motion Picture Projector Equipment
21.	WTV	Wissenschaftlich-technischer Vertrieb	Sales Branch, Scientific and Technical Equipment
22.	Mi V	Mikroskop Vertrieb	Sales Section, Microscopes
23.	Mess V	Optische Messgeraete Vertrieb	Sales Section, Optical Measuring Equipment
24.	Med V	Medizinische Geraete Vertrieb	Sales Section, Medical Equipment
25.	Son V	Sondererzeugnisse Vertrieb	Sales Section, Special Products
26.	Vg V	Vermessungsgeraete Vertrieb	Sales Section, Measuring Equipment
27.	Astro V	Astronomische Geraete Vertrieb	Sales Section, Astronomical Equip- ment
28.	Di V	Diverser Vertrieb	Sales Section, Miscellaneous Equip- ment
29.	Fe V	Feinmess-Geraete Vertrieb	Sales Section, Precision Measuring Equipment

Notes: \* Abbreviations are the official abbreviations used by the Plant

\*\* Including the USSR

SECRET