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SUMMARY OF MAJOR EVENTS AND PROBLEMS

United States Army Chemical Corps

Fiscal Year 1956



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SUMMARY OF MAJOR EVENTS AND PROBLEMS
(Reports Control Symbol CSHIS-6)

UNITED STATES ARMY CHEMICAL CORPS

Fiscal Year 1956

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November 1956

PAGE 1 OF 199 PAGES

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Summary of Major Events and Problems
Fiscal Year 1956

	Page
MANAGEMENT	6
A. Highlights of Report of Ad Hoc Advisory Committee	7
1. The Commands	8
2. Planning and Doctrine	10
3. Staff Functions	11
4. Career Management	12
5. Contracting	13
6. Others	13
B. Implementing the Advisory Committee Report	14
1. Problem of Assigning Program Directors	17
C. Reaction of DCSLOG to Advisory Committee Report	19
D. Reorganization of the Chemical Corps	26
E. Personnel	27
1. Organization of Career Management Division	27
2. Accomplishments	29
3. Military Personnel	33
4. Civilian Personnel	39
F. Administrative Services	45
1. Safety	45
2. Welfare and Morale Services	46
3. Technical and Public Information	47
4. Military History	49
G. Financial Management	49
1. Organization of Financial Activities	49
2. Funding	53
3. Financial Management Systems	54
a. Army Industrial Fund	55
b. Army Stock Fund	59
c. Depot Command Management System	64
d. Integrated Accounting	65
H. Facilities	67

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	Page
II. PLANNING AND DOCTRINE.	73
A. Reorganization	73
1. Office, Chief Chemical Officer	73
2. Class II Activities.	77
3. Problems of Reorganization	80
B. Combat Development Activities.	81
1. TRAC	81
2. Feasibility Study, Aerial Survey	83
3. Combat Development Objectives Guide.	84
4. Tri-Service CBR Conferences.	85
5. Test Rocket Battalion.	86
6. Representation on Joint Task Force SEVEN	87
C. Planning Activities.	88
1. War Planning	88
2. Mobilization Planning.	89
3. TO&Es and TAs.	91
D. Troops	94
1. Inactivation of SG Units	95
2. DEWLINE.	95
3. RFA55.	96
E. Training	97
1. Training at the Chemical Corps School.	97
2. Non-Resident Training.	104
3. Publications	109
4. Logistical and Field Exercises	111
F. Intelligence	115
III. RESEARCH, DEVELOPMENT AND ENGINEERING.	124
A. Organization and Administration.	124
B. Technical Operations	128
1. Psychochemical Agents.	128
2. V-Agents	130
3. G-Agents	131
4. Lopaig G-agent alarm	133
5. One Shot Portable Flamethrower	134
6. Field Protective Mask.	136
7. Radiological Warfare Agents.	137
8. Biological Warfare	138
9. Standardized Items	141

	Page
MATERIEL.	143
A. Chemical Corps Logistics Mission.	143
B. Management and Organization	152
C. Procurement and Production.	162
1. M35 and M36 Incendiary Bomb Clusters.	166
2. M116A1 Fire Bombs	167
3. E51R15 Noncombat Protective Mask.	168
4. Commercial Chemicals.	168
5. Other Accomplishments and Forecasts	171
6. Toxic Planning and Production	172
D. Industrial Mobilization Planning.	174
E. Requirements, Cataloging and Standardization.	178
F. Supply.	181
1. Repair Parts.	182
2. Maintenance	184
3. Storage	186
4. Distribution.	189
a. Project MASS.	189
b. Interservice Supply Support System.	190
c. Army Field Stock Control System	192
5. Property Disposal	192
G. Quality Assurance	195
1. Standardization of Inspection Procedures.	196
2. Inspection, Equipment, Facilities	198
3. Department of Defense and Department of Army Programs	199

Charts

1.	Chemical Corps, 30 June 1956.	24
2.	Office, Chief Chemical Officer, 30 June 1956.	25
3.	Comptroller Functions, Chemical Corps	51
4.	OACCMLO for Planning & Doctrine	72
5.	Chemical Corps Training Command	76
6.	Chemical Corps School	98
7.	Research and Engineering Command.	117
8.	Research and Development Command.	118
9.	Engineering Command	119
10.	Chemical Warfare Laboratories	120
11.	Chemical & Radiological Laboratories.	121
12.	Medical Laboratories.	122
13.	Biological Laboratories	123
14.	Dugway Proving Ground	125
15.	Logistics Planning Division	151
16.	Chemical Corps Materiel Command	155
17.	Quality Assurance Technical Agency.	157

Tables

1.	Personnel Actual Strengths.	34
2.	Chemical Corps Obligations & Expenditures, FY 56.	54
3.	Value of Real Property Under Jurisdiction of Respective Chemical Corps Commands, 1 July 1956.. . . .	69
4.	Chemical Units and Their Location as of 30 June 1956.	93
5.	Chemical Corps Procurement by Item and Month, FY 56	165
6.	Property Disposal	191

Appendixes

- A. Ltr, OCCMLO to DCSLOG, 8 Aug 1955, sub: Reorganization of the Chemical Corps
- B. Recommended Designation of Chemical Corps Program Directors
- C. Memo, DCSLOG for CCmLO, 7 Nov 55, sub: Reorganization of the Chemical Corps
- D. Memo, CCmLO for all Cml C Officers, 10 Jan 56, sub: Command and Staff Duty for Chemical Corps Officers
- E. List of Key Personnel

MANAGEMENT

(U) Fiscal year 1956 saw perhaps more activity in the Chemical Corps than any previous peace time year — if the period can be properly characterized as one of peace. This activity was not the result of more research, more procurement, or a greater emphasis on military training; in certain of these areas there was indeed some curtailment under Department of Defense and Department of Army policies. The increased activity consisted rather in the amount of study and effort expended in drawing up and implementing a plan for an improved Chemical Corps organization. Practically every element of the Corps was called upon to assist in one form or another on this project, in addition, of course, to carrying out regularly assigned duties.

(U) When fiscal year 1955 drew to a close, the Ad Hoc Advisory Committee on the Chemical Corps Mission and Structure was preparing to submit its final report to Maj. Gen. William M. Creasy, Chief Chemical Officer.¹ This report, which was submitted on 6 August 1955, recommended reorganization of the Chemical Corps and the realignment of the Corps administrative procedures with its mission objectives.² The mission of the Corps was officially

Historical Office, Office of the Chief Chemical Officer, Summary of Major Events and Problems, FY 55, p. 7. Hereafter referred to as Summary of Major Events and Problems, with the appropriate fiscal year.

Report of the Ad Hoc Advisory Committee on Chemical Corps Mission and Structure, 6 August 1955. The body of the report runs to 21 pages and there are two appendixes covering 10 additional pages. Hereafter referred to as Report, Ad Hoc Advisory Comm.

defined as follows: "to study and investigate toxicological warfare, including chemical, biological, and radiological warfare; within approved policies to provide technical advice and assistance to the Army General Staff, Army Field Forces, and other agencies of the Department of the Army on matters pertaining to training in these fields and in the organization, equipping, and allocation of chemical service and combat troops; to develop, manufacture, procure, and supply material and equipment pertaining to these types of warfare, except as specifically assigned to other agencies."³

(U) General Creasy had kept in close touch with the progress of the Advisory Committee, so that the recommendations contained in the report of 6 August were not new to him. On 8 August he forwarded these recommendations to Lt. Gen. Carter B. Magruder, Deputy Chief of Staff for Logistics (DCSLOG) recommending approval "at least in principle."⁴

Highlights of the Report of the Ad Hoc Advisory Committee

(U) In its opening paragraphs the Advisory Committee report calls attention to the fact that within the past few decades there has been a vast growth in the sciences of chemistry and biology and in the application of those sciences to industry. To keep pace with this rising tide of knowledge the Chemical Corps must be effectively organized if it is to carry out

3

SR 10-350-1, 3 May 51.

4

Memo, CGm10 for DCSLOG, 8 Aug 55, sub: Reorganization of the Chemical Corps. This memo, together with the Department of Army Summary Sheet which accompanied it, is included as Appendix A.

PAGE 7 OF 199 PAGES

COPY 7 OF 35 COPIES

ts mission. Not only must the Corps be organized on a sound basis, the report continues, but it must also be given the opportunity of having its recommendations given careful consideration by higher military echelons.

(U) The report lists its specific recommendations under the main headings of Top Management, The Commands, Planning and Doctrine, Staff Functions, Career Management, Contracting, and Other (or Miscellaneous). Top Management should include the Chief Chemical Officer, the Deputy Chief Chemical Officer, and a civilian Deputy Chief Chemical Officer for Scientific Activities. The report noted with approval that this setup already existed in the Corps. Regarding immediate assistance to the three top individuals who comprised top management, the report indicated, should be an Executive Director and an Assistant Chief Chemical Officer for Planning and Doctrine, whom the report later discussed in considerable detail.

The Commands

(U) Passing on to a discussion of the Chemical Corps Command situation, the Advisory Committee report made a number of sweeping recommendations. To begin with, it suggested that the existing command structure -- Research and Engineering, Materiel, and Training -- be changed to comprise the following three commands: Research and Development, Engineering, and Materiel. The Training Command should be dissolved and its responsibilities transferred to the Continental Army Command. The Chemical Corps School, however, should be retained and placed under the direct jurisdiction of the Chief Chemical Officer. The report then went into some detail on each of the new commands.

(U) The Headquarters Research and Development Command, it was indicated, should be located in Washington in close contact with the Chief Chemical Officer. This command should absorb the existing biological warfare activities and the position of Assistant Chief Chemical Officer for BW should be eliminated. The Commander of the Research and Development Command should have a civilian deputy and a small, but highly qualified technical staff in his headquarters. The commanding officers appointed to the field activities -- the laboratories at the Army Chemical Center and Fort Detrick, and the Dugway Proving Ground -- should be highly qualified officers. Each of these field commanders should have two deputies, one a civilian in charge of technical matters and the other in charge of administration.⁵ The directors of the various operating divisions in the field should be provided with appropriate technical staffs and the flow of work should be as direct as possible from each field commander to his directors. The directors would be both operating heads and scientific advisors to the commanders.

(U) The new, separate Engineering Command, the report suggested, should have its headquarters at the Army Chemical Center. This separate command was necessary because engineering personnel and functions were too widely diffused throughout the Corps, so that there was considerable duplication of effort and insufficient centralized control. The new command, it was felt, should be organized in the light of certain guiding principles. Among these

5

The report did not indicate whether this deputy should be military or civilian.

PAGE 9 OF 199 PAGES

COPY 17 OF 35 COPIES

were the following: that the services of the Engineering Command be extended to the BW Program, that there should be a close working relationship between the research and development agencies and the Engineering Command to "insure prompt and successful final translation into production," that the Engineering Command should approve changes in drawings and specifications of production items, and that the new command should provide engineering consultation services to the Materiel Command.

(U) The recommendations that the Ad Hoc Advisory Committee made on the Materiel Command were: that the Materiel Command assume responsibility for the procurement of items needed by the research and development organizations, except the negotiation of research and development contracts; that the Quality Assurance Division, Materiel Command, be limited to a small policy element with the remainder of the division and the then existing Inspection Equipment Agency being consolidated into one service element; that engineering within the Materiel Command be confined to maintenance needs, minor alterations and construction, and efficient day-to-day plant operation; and that the Headquarters of Materiel Command be removed from Baltimore to the Army Chemical Center. The committee stated that certain functions, particularly in the field of supply, might be handled more effectively by other branches of the military.

Planning and Doctrine

(U) Among the significant recommendations contained in the report were those dealing with planning and doctrine. These functions were believed to

be important enough to justify the appointment of an Assistant Chief Chemical Officer to supervise them. The report envisioned four distinct groups working on plans and doctrine. The first group would be engaged in long range planning for chemical, biological and radiological warfare. A second group would gather data and prepare and maintain official documents on all developed chemical, biological and radiological weapons. A third group, to consist of high ranking Chemical Corps officers, would maintain top level liaison with various elements of the military establishment and would be responsible for checking on the potential value of chemical and biological weapons, determining the need for which new agents and weapons should be developed and exploring with other services the kind of agents and weapons that would make chemical and biological weapons most effective. A fourth group would work on scheduled war plans. Closely associated with all planning and doctrine activities would be the Chemical Corps Board. In fact the report suggested that the Assistant Chief Chemical Officer for Plans and Doctrine might also be the president of the board.

Staff Functions

(U) The Advisory Committee recognized the necessity for customary staff units such as Comptroller, Legal, Inspector General, and the like. Beyond that, it suggested that the Chief's staff, as well as the command staffs, be small.

(U) Specific recommendations on the staff structure of the Chief's Office were that the existing staff divisions which reflected the command structure be abolished and that the following staff elements be activated:

PAGE 11 OF 199 PAGES

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an Assistant Chief Chemical Officer for Planning and Doctrine (referred to above), a Requirements and Planning Division, and a Career Planning Division. The existing Administration Division would be continued.

Career Management

(U) So important did the committee feel the Career Planning Division to be that it devoted an entire section of its report to the need for this division. Because of the importance of research and development in the Chemical Corps, the report stated, there was a need for the career development of both military and civilian personnel. To obtain competent commissioned officers three steps were urged: provide advanced professional training to and beyond the doctorate level, effect a drastic modification of rotational policies, and secure more rank for well trained professional officers. To attract and retain competent civilians another three steps were urged: establish freer interchange of personnel with university groups, provide for more rapid advancement through grade structure, and provide for better career expectation through assignment of super grades to research installations. To obtain maximum efficiency from all scientific and professional personnel, military and civilian, the Advisory Committee urged the Corps to encourage freer participation in the scientific community, establish a positive policy to encourage publication, make more effective use of consultants in program activities, set up a visiting scientists program, and initiate a sabbatical year concept.

(U) Because the Chief Chemical Officer needed staff assistance on these matters, the Advisory Committee recommended the establishment of a Career

PAGE 12 OF 199 PAGES

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Planning Division.

Contracting

(U) The Advisory Committee felt that while the Corps had engaged in a considerable amount of contracting, it had not yet explored all the possibilities of how industrial firms and educational institutions could be utilized to advantage through contracts. It recommended, therefore, that the Corps study more closely the background of government policy for contracting and make an inventory of industrial firms and educational institutions throughout the country which had exceptional qualifications to perform specific tasks.

Others

(U) Under this heading the Advisory Committee report made brief comment on three items: chemicals, consultants, and relations with the public.

(U) Regarding chemicals, the report viewed with considerable misgiving the function assigned to the Chemical Corps of procuring chemicals for the entire military establishment. Such an assignment, it was felt, detracted from the primary function of the Corps and should not be undertaken except where it would be of specific advantage to the military and would not interfere with the Corps' primary mission.

(U) The use of consultants, the report stated, should not be confined to top management, but should be extended to the operating levels of the Chemical Corps.

(U) On public relations, the Advisory Committee was convinced that the Corps had suffered from lack of full understanding of its work. It noted the paradox of free discussion of atomic warfare and a "hush-hush" policy on

PAGE 13 OF 199 PAGES

COPY 17 OF 35 COPIES

chemical and biological warfare. The Committee urged a more candid recognition of the proper role of chemical and biological warfare. It noted with satisfaction the Corps' past activity in establishing better liaison with scientific and professional groups outside the Corps.

Implementing the Advisory Committee Report⁶

(U) As indicated, General Creasy forwarded the report of the Ad Hoc Advisory Committee to General Magruder on 8 August with recommendation for approval "at least in principle." While awaiting official action by the Deputy Chief of Staff for Logistics, the Chief Chemical Officer appointed a committee to prepare detailed plans to implement the recommendations contained in the Advisory Committee report. As chairman of this committee, General Creasy appointed Brig. Gen. John R. Burns, and as Vice Chairman and Executive Secretary, Mr. Robert A. Bergseth.⁷ Other members of the committee, usually known as the Burns Committee after its chairman, were Lt. Col. Irving R. Mollen, Maj. Alan H. Feld, and Maj. John Moran. From late August until the deactivation of the committee on 31 January 1956, the committee devoted its full time to committee work. The committee headquarters were located at the headquarters of the Army Chemical Center.

⁶

Unless otherwise indicated, this section is based on Interv, Hist Off with Mr Robert A. Bergseth, 8 Aug 55. Mr Bergseth was Vice Chairman and Executive Secretary of the Committee appointed to prepare plans to implement the recommendations of the Ad Hoc Advisory Committee report.

⁷

OCCmlO GO 15, 25 Aug 55. According to the general order the chairman could with approval of the Chief Chemical Officer, appoint additional members to the committee.

PAGE 14 OF 199 PAGES

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(U) The Burns Committee commenced its work by mapping out areas where changes in Chemical Corps organization would be mandatory if the suggestions of the Ad Hoc Advisory Committee were to be carried out. The Committee sent letters to the commands and staff divisions requesting them to submit proposals for the reorganization of assigned units along the guidelines provided in the Advisory Committee report. Each letter was accompanied by a proposed chart of the Corps and a brief description of the proposed mission of the unit to be considered by the addressee. The letter requested an amplification of this mission, a detailed proposed chart of the particular unit after reorganization, a list of the major procedures and relationships resulting from the unit's reorganization, and an estimate of the order of magnitude of the number of persons needed to staff the unit after it had been reorganized. When all this data had been compiled by the key officer, he would appear before the Burns Committee to present his findings. Between 8 September 1955 and 20 January 1956, twenty-six such presentations were made before the committee.

(U) After a presentation the committee would review the proposals and make modifications where it believed these to be necessary. The committee would then confer with the officer who had made the presentation and with other officers whose organizations would be affected by the proposals. For instance, the suggested modification of the Office of the Chemical Corps Comptroller would have repercussions throughout the Commands. Consequently the commanding officers of the Commands were consulted as to their reactions on the proposed setup in the Comptroller's Office. In rare instances, when the Burns Committee was convinced that a command decision was needed to solve a deadlock,

it went to the Chief Chemical Officer, who made the command decision.

(U) It was inevitable that the Committee would be faced with a number of difficult problems in connection with the reorganization. The reorganization of the Comptroller's Office, referred to above, was one area which required much study and discussion, since the proposal called for the elimination of comptroller functions at the command level and the furnishing of command level comptroller services to the Chemical Corps Command by the Comptroller, OCCmlO.

(U) Another area where difficulties arose was in the working out of details on the distribution of certain functions throughout the commands. To which command, for example, should the cataloging function be delegated? What command should be made responsible for the design of gages? Just where did Engineering functions begin and end? In arriving at solutions to problems such as these, the Burns Committee sought and received assistance from the Chemical Corps Advisory Council.⁸

(U) Other problem areas were planning for a combined headquarters organization at the Army Chemical Center; resolving the functions of the Chemical Corps Board; and selecting directors of Chemical Corps Programs for the new organization. The latter was a problem of such magnitude that it will be considered in some detail.

8

This council was made up of representatives from industrial and educational organizations.

Problem of Assigning Program Directors

(U) The Burns Committee received a list of suggested Chemical Corps Program Directors from the Program Co-ordinating Office, OCCmlO, together with comments of the proposed directors. After studying this data the committee felt obliged to call on the Chief Chemical Officer for guidance on two points: (1) the desirability of designating commanding officers as Chemical Corps Program Directors, and (2), the extent to which the Chief Chemical Officer would allow the Chemical Corps Program Directors to represent him before the Department of Army Program Directors. The Chief Chemical Officer decided in the affirmative on both points, that is that field commanders should be Chemical Corps Program Directors in their areas of responsibility and that there should be direct communication between the Chemical Corps Program Directors and Army Program Directors.⁹ On the basis of the data presented to it, the Burns Committee then drew up a chart of recommended changes in Chemical Corps Program Directors.¹⁰

(U) Among the recommendations of the Burns Committee on programming was the need for clear delineation of authority and responsibility between field commanders and appropriate staff members of the Chief Chemical Officer. Nowhere was the need for delineation felt more necessary than between the new

9

Ad Hoc Committee for Implementation of the Miller Report, Chemical Corps Programming Activities, n.d., p. 2. This report runs to five pages, plus three appendixes.

10

This list is reproduced as Appendix G.

Logistics Planning Division, Office of the Chief Chemical Officer, on the one hand, and the Engineering Command and the Materiel Command on the other. According to the suggested chart the Logistics Planning Division was to have responsibility for Program No. 2, Materiel, and Program No. 3, Installations, while the Engineering Command was given Program No. 11, Construction. The Materiel Command was charged with a number of programs which were formerly the responsibility of the Materiel Division, Office of the Chief: Program No. 7, Procurement; No. 8, Industrial Mobilization; No. 9, Supply Distribution and Maintenance; No. 10C3, Communications and Photography; No. 10C5, Maintenance of Facilities; and No. 10C6, Real Estate. In order to formulate its programs on Materiel and Installations, it would be necessary for the Logistics Planning Division to receive data and assistance from the Materiel Command and the Engineering Command. At the same time these commands would have to obtain information from the Logistics Planning Division in order to formulate their programs. Obviously it would be necessary to have not only delineation of authority but mutual co-operation if these programs were to be administered effectively.

(U) The Burns Committee saw "the possibility of tangled lines of communication" between the Chemical Corps Program Director, the Chief Chemical Officer, and the Deputy Chief of Staff for Logistics under the new setup. Since the Logistics Planning Division would be physically located in the Office of the Chief, the Committee believed the Chief Chemical Officer might choose to have that division act in matters normally within the "cognizance of the Program Director." In order to assure that lines of communication were kept straight, the Burns Committee urged that program directors be promptly and completely informed prior to all actions contemplated in connection with their

programs.¹¹

Reaction of DCSLOG to Advisory Committee Report

(U) In his 8 August letter to the Deputy Chief of Staff for Logistics, the Chief Chemical Officer specified eight actions on which he recommended approval "in principle."¹² All of these actions were organizational in nature and none of them would in any way have changed the mission of the Chemical Corps.

(U) While DCSLOG was studying the Advisory Committee report a recommendation was sent to the Vice Chief of Staff, Gen. Williston B. Palmer, by the Commanding Officer, Continental Army Command, Gen. John E. Dahlquist, which would have made a change in the training mission of the Chemical Corps as well as that of the other technical services. This recommendation was that the Chemical Corps School be made a Class I activity¹³ and that the Chemical Corps General Reserve units be reassigned from the Chief Chemical Officer to appropriate continental armies. Under the arrangement, the Chemical School and units at Fort McClellan would come under the command of the Post Commander. From this change alone, General Dahlquist estimated, a savings of 86 spaces would result. He then went on to say that similar savings might

11

Supplemental Comments of the Burns Committee Relative to Distribution of Materiel Division Functions, n.d. This report runs to nine pages.

12

See App. A.

13

A Class I Activity is one which is "under the command of a Continental Army or the Military District of Washington" (AR 10-50, 27 Jun 55).

PAGE 19 OF 199 PAGES

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be possible in other technical services and that he would make specific recommendations at a later time.¹⁴

(U) General Creasy became aware of General Dahlquist's proposal when a G-3 officer made inquiries of a member of the Chemical Corps Staff relative to certain features of the proposal. The Chief Chemical Officer, on 4 October 1955, thereupon wrote a memorandum to the Deputy Chief of Staff for Logistics presenting his reactions to General Dahlquist's suggestions. It had long been his belief, General Creasy stated, that the Chiefs of the Technical Services should have appropriate troops at their training and school establishments to develop and test organizational and operational doctrines. Neither the Headquarters of the Continental Army Command nor the Offices of the Chiefs of the technical services were equipped to handle this function, and if the Chemical Corps Training Command were eliminated, some other element of the Chemical Corps would have to carry on the activity. General Creasy emphasized that his own proposal of 8 August to eliminate the Training Command had not envisioned the transfer of training functions outside the Chemical Corps.¹⁵ In view of the complications which arose as a result of General Dahlquist's suggestion, the Chief Chemical Officer on 10 October requested the Deputy Chief of Staff for Logistics to withdraw his (General

14

Ltr, Gen John E. Dahlquist, CG CONARC to Gen Williston B. Palmer, Vice Chief of Staff, 23 Sep 55, no sub. Copy in CMLHO.

15 Memo, CCmlO to DCSLOG, 4 Oct 55, sub: Chemical Corps Training Command.

PAGE 20 OF 199 PAGES

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Greasy's) recommendation of 8 August on the abolition of the Chemical Corps Training Command.¹⁶

(U) On 13 December General Dahlquist formally recommended to the Chief of Staff, U.S.A., that command jurisdiction of all technical service schools, training commands, and General Reserve units be transferred to the commanding general, Continental Army Command.¹⁷ The Deputy Chief of Staff for Logistics non-concurred in this proposal.¹⁸ At the close of the fiscal year the Chief of Staff, U.S.A., had not made any decision in this matter.

(U) Meanwhile, on 7 November 1955 the Deputy Chief of Staff for Logistics notified the Chief Chemical Officer that he approved the Advisory Committee recommendations with two reservations. The first reservation was the abolition of the Training Command. The second reservation concerned the proposed consolidation of storage and distribution activities in the field with other technical services; this matter, the Deputy Chief of Staff for Logistics indicated, would be handled separately by the Logistics Functions Assignment Board. General Magruder indicated that the Secretary of the Army had approved

16

Memo, CCmlO for DCSLOG, 10 Oct 55, sub: Reorganization of the Chemical Corps.

17

Ltr, CG CONARC to CofS USA, 13 Dec 55, sub: Training Commands of the Technical Services.

18

Memo for Record, Maj C. H. Westbrook, Jr., PT&I Div, OCCmlO, 3 May 56, sub: Commands of the Technical Service Schools, Training Commands and Units. Copy in CMLHO.

the elimination of the position of the Assistant Chief Chemical Officer for Biological Warfare¹⁹ and the appointment of an Assistant Chief Chemical Officer for Planning and Doctrine and he enclosed copies of Secretary Brucker's memoranda on these actions.²⁰

(U) General Creasy's specific recommendations to General Magruder on the Advisory Committee report, as indicated, did not contemplate any change in the basic mission of the Corps. However, some of the phraseology of the report apparently left room for such an interpretation; at least this is indicated by the following development in DCSLOG. Early in December 1955 a committee, headed by Col. Frank A. Ozanski, was set up in DCSLOG to make a detailed study of the Advisory Committee proposal relative to consolidating Chemical Corps storage and distribution functions in the field with other technical services. This committee came up with proposals that would have reduced supply activities in the Corps to a point where the Corps would no longer fulfill its statutory mission. The Deputy Chief of Staff for Logistics did not concur in the findings of the Committee. But before this decision was made, the uncertainty over the matter had an adverse effect on the morale of key personnel

19

The Secretary of the Army would doubtlessly not have eliminated the Office of Assistant Chief Chemical Officer for BW without first consulting his advisor on scientific activities, Dr. James R. Killian, Jr., President of MIT. At the time the Advisory Committee Report was forwarded to DCSLOG, many of the recommendations of the Killian Committee (see Hist Off OCGmlO Summary History of Chemical Corps Activities, 9 September 1951 to 31 December 1952, p. 9) had not been implemented. Dr. Killian approved the Advisory Committee Report (Interv, Hist Off with Brig Gen William K. Currie, Asst CCmlO for Planning and Doctrine, 29 Aug 56). The Advisory Committee report superseded the Killian Report.

20

Memo, DCSLOG for CCmlO, 7 Nov 55, sub: Reorganization of Chemical Corps. Reproduced as App. C.

PAGE 22 OF 199 PAGES

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engaged in storage and distribution activities.²¹

(U) Nor was the adverse effect on morale confined to this one instance. Almost from the time the Advisory Committee was appointed until its suggestions were finally approved by the Deputy Chief of Staff for Logistics on 7 November 1955, there was bound to be a feeling of insecurity on the part of some civilian and military personnel regarding their careers. After the report was made public this feeling, at least among the military, tended to grow rather than subside. Many officers felt that with the emphasis which the report placed on research and development as the primary mission of the Corps, the prospect for officers lacking scientific training was rather dim. So widespread did this feeling become, that on 10 January 1956 General Creasy addressed a memo to all command and staff officers of the Corps assuring them that adequate avenues of advancement were open to all officers qualified for military command and staff duties.²²

(U) The Advisory Committee report, as it was actually implemented in the Chemical Corps, affected the organization of the Corps and not its mission. That mission remained what it had been, namely, "to study and investigate toxicological warfare, including chemical, biological, and radiological warfare; within approved policies to provide technical advice and assistance to the Army General Staff, Army Field Forces, and other agencies of the Department of the Army on matters pertaining to training in these

21

See pp. 143 - 50 below for more details on the Osanski Committee.

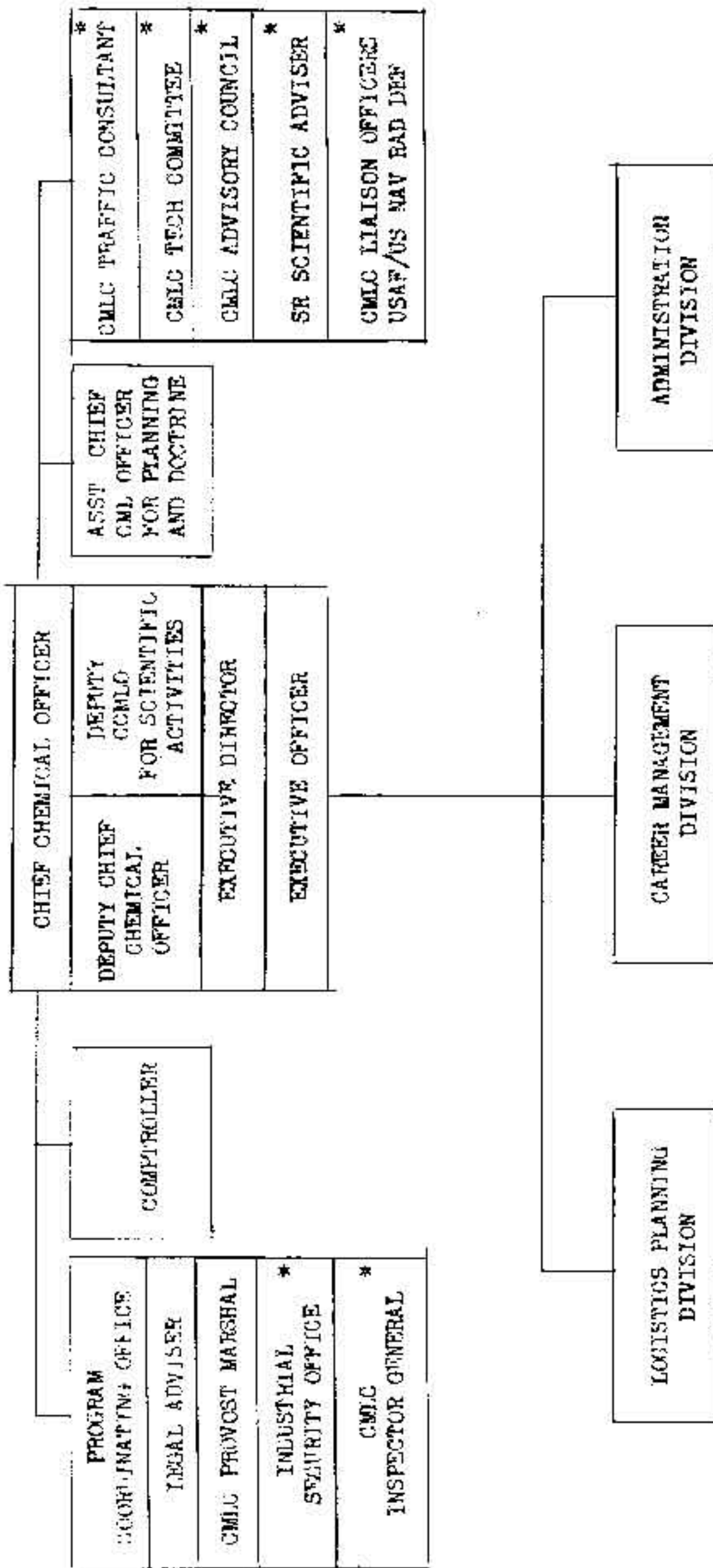
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PAGE 23 OF 199 PAGES

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Chart 2 - OFFICE OF THE CHIEF CHEMICAL OFFICER



* Located outside Departmental Area

30 June 1956

fields and in the organization, equipping, and allocation of chemical service and combat troops; to develop, manufacture, procure and supply material and equipment pertaining to these types of warfare, except as specifically assigned to other agencies."²³

Re-Organization of the Chemical Corps

(U) As the Burns Committee completed recommendations on specific elements of the Corps it forwarded these to the Chief Chemical Officer together with a suggested date for setting up the particular organization. The Chief Chemical Officer approved all recommendations "in principle," thus allowing for necessary modifications where required. Upon receipt of General Magruder's approval, General Creasy proceeded to implement the recommendations. The task of co-ordinating the administrative details involved in the establishment of the new organization, he assigned to the Chemical Corps Comptroller. By June 1956 the major elements of the new organization had been activated. Chart 1 illustrates the organization of the Chemical Corps as it was at the close of the fiscal year and Chart 2 the organization of the Chief's Office as of that date.

23

SR 10-350-1, 3 May 51.

PAGE 26 OF 199 PAGES

COPY 17 OF 35 COPIES

Organization of Career Management Division

(U) Col. W. E. R. Sullivan, Deputy Chief Chemical Officer, on 7 November 1955 directed Col. Frank M. Arthur, Chief, Plans, Training and Intelligence Division, OCCmLO, to prepare a plan to implement the career management concepts and recommendations of the Ad Hoc Advisory Committee.²⁵ Colonel Arthur was assisted in the preparation of this plan by Mr. Delbert H. Flint of his own division and Miss Kathleen R. Smith of Administration Division, OCCmLO. Since Mr. Flint had served as an assistant to the Ad Hoc Advisory Committee, the planners were thoroughly familiar with committee thinking in the career area, and it was their conclusion that the advisory committee had no objection to personnel management as it had been practiced in the Chemical Corps. The essence of the Advisory Committee recommendation was, in their opinion, only an enlargement of the existing program. Following this basic assumption the two questions to be answered were: (1) how to create the implementing organization within existing Civil Service Commission and Department of the Army civilian and military personnel regulations; and (2) whether to integrate personnel operations with the creative planning and

²⁴

For list of key personnel see App. B.

²⁵

(1) Staff Study, Col F. M. Arthur to the DCCmLO, 17 Nov 55, title: A Career Management Division Within Office, Chief Chemical Officer. Hereafter cited as Staff Study, A Career Management Division. (2) Interv, Hist Off with Col F. M. Arthur, Career Management Div, OCCmLO, 25 Sep 56. (3) See above, pp. 7 - 8.

policy functions needed for the enlargement of the career programs. The decision was that administrative convenience, efficiency, and compliance with regulations demanded a single organization encompassing plans, policy and operations.²⁶

(U) Career Management Division, OCCm10, was created on 21 November 1956 with Colonel Arthur as chief, Mr. Flint as deputy chief, and Miss Smith as administrative officer. The Civilian and Military Personnel Branches were transferred from Administration Division to the new division and these functions of Training Branch, Plans Training and Intelligence Division, relating to the training of individuals, both military and civilian, were transferred to a newly created Career Plans and Policies Branch.²⁷ Plans were made to form a new Records and Statistics Branch from the Military Personnel Records Section, Military Personnel Branch. The new branch was to be charged with both military and civilian records operations. At the end of fiscal year 1956, the transfer of civilian records functions had not yet been carried out, pending the selection and installation of a machine records system. Career Plans and Policies Branch was intended to be a unit devoted solely to long-range planning and policy, but shortage of personnel in addition to a tremendous workload attendant upon the establishment of the division and the

26

(1) Arthur interv, 25 Sep 56. (2) Interv, Hist Off with Mr Delbert H. Flint, Career Management Div, OCCm10, 19 Jul 56. (3) Staff Study, A Career Management Division.

27

OCCm10 GO 20, 22 Nov 55.

PAGE 28 OF 199 PAGES

COPIY 17 OF 35 COPIES

reorganization of the Chemical Corps made it necessary for this branch to participate in operations.²⁸

Accomplishments

(U) An accepted and approved concept bearing upon the enlargement of the Chemical Corps career management programs was that the new program would not be formalized or crystallized in Chemical Corps regulations and directives at the outset. Colonel Arthur proceeded on the assumption, also held by higher authority, that most of the impetus in career management must come from each individual in the military and civilian career systems and from the field organizations. It was thought more practical, therefore, to formulate regulations and directives on the basis of the experience of individuals and organizations. Career Management Division, like its higher echelon counterpart, Career Management Division, TAGO, exists primarily for the purpose of assisting individuals in developing well-planned careers and field organizations in developing productive personnel programs, and this purpose of course involves Career Management Division, OCCmLO, in many operational responsibilities.²⁹

28

(1) Arthur interv, 25 Sep 56. (2) Flint interv, 19 Jul 56. (3) Interv, Hist Off with Maj J. O. Duncanson and Mrs Frances L. B. Hart, Career Management Div, OCCmLO, 24 Aug 56.

29

(1) Arthur interv, 25 Sep 56. (2) Col F. M. Arthur, "Career and Personnel Management within the Chemical Corps," Presentation for the Management Subcourse of the 10th Advanced Officers' Course, Chemical Corps School, 8 May 56. (3) Maj Max L. Marshall, "Army Career Management," Army Information Digest, Vol XI, No 11, Nov 56, pp. 5-14. Hereafter cited as Marshall, Army Career Management.

PAGE 29 OF 199 PAGES

COPY 7 OF 35 COPIES

(U) Following the basic assumption concerning the mission of the division, the outstanding accomplishment of fiscal year 1956 was the large measure of co-operation and even enthusiasm evidenced by the field commands and individuals in accepting and utilizing career management principles. This trend was reflected in both military and civilian career fields by the work done in presenting two management courses. The first of these courses was given 15-17 February 1956 under the sponsorship of Chemical Corps Materiel Command as a joint presentation of the Chemical Corps Training Command and the Career Management Division, OCCmLC. The second was given as a two-week subcourse of the Tenth Advanced Officers' Course at the Chemical Corps School in May 1956. The first course was primarily designed for Materiel Command supervisors, both military and civilian, while the second was designed primarily for the students of the Advanced Officers' Course. However, both military and civilian supervisors from the Corps at large attended the second course. Both courses were under the direction of Dean Joe L. Jessup, George Washington University, who was a consultant to the Career Management Division from its inception. Dean Jessup's long and varied experience in career and personnel management saved the Career Management Division and the Chemical Corps from many errors and much unnecessary work in the enlargement of the program.³⁰

(U) Field co-operation in the personnel programs was evidenced in both military and civilian areas. Major commanders instituted personal conferences with each of their field grade officers to discuss individual career patterns

30

(1) Arthur interv, 25 Sep 56. (2) Interv, Hist Off with Lt Col Roger W. Kemp and Mr Forrest Hall, Career Management Div, OCCmLD, 8 Aug 56.

PAGE 30 OF 199 PAGES

COPY 17 OF 35 COPIES

and objectives and to advise on the attainment of objectives. These conferences were based on the concepts of military career management established as a result of World War II experience and subsequent developments in personnel operations. These concepts will be refined as more experience is gained.³¹

(U) Co-operation was signally successful in the civilian area, as is evidenced by the inauguration of a project to determine Chemical Corps civilian career patterns, an effort initiated by directive from the Deputy Chief of Staff for Logistics.³² In order to secure the advantages of thinking throughout the Corps, and to compensate for the necessarily small force in the office of the Chief, two task forces were assembled to work on this problem. The first task force, meeting on 18 May 1956, was composed of personnel specialists and a few operating specialists with a great interest in the personnel field. This group outlined six broad career areas for consideration and refinement by subsequent task forces and recommended that the next task force be composed of representatives of agencies operating within these areas. The second task force, assembled on 31 May and 1 June 1956, included representatives of each of the major commands. Working with a three-person secretariat from Career Management Division and advised by six management

31

(1) Marshall, Army Career Management. (2) Basic policy for military career management was established in TM 20-605, Department of the Army, June 1948, as changed, title: Career Management for Army Officers.

32

Logistics Directive No 54-611, ODCSLOG, 8 Feb 56, sub: Civilian Career Management.

PAGE 31 OF 199 PAGES

COPY 7 OF 35 COPIES

representatives from the Office of the Chief Chemical Officer and the Office of the Deputy Chief of Staff for Logistics, this force determined the career areas for priority attention,³³ and identified career fields and occupational fields within these areas. Finally, the second task force proposed the appointment of a third task force, to be assembled in the next fiscal year, with suggested representation by command and occupation. Progress was reported to DCSLOG at the end of the fiscal year. This progress was greater than was at first apparent because task force members returned to their installations to put into practice the lessons learned in joint meetings.³⁴

(U) The development of a career pattern for civilians promises to be the first comprehensive step in establishing an integrated Department of the Army civilian career management program to supplement the operational programs previously instituted by the Civil Service Commission, the Department of

33

The following career areas were determined and priorities assigned:

<u>Career Area</u>	<u>Priority</u>
Engineering	1
Physical and Mathematical Sciences	2
Biological and Medical Sciences	3
Logistics	4
Administration	5
Sub-Professional	6

34

(1) Arthur interv, 25 Sep 56. (2) Duncanson - Hart interv, 24 Aug 56. (3) Memo for Record, Career Management Div, OCCmLO, n.d., sub: Minutes of First Task Force Meeting on the Chemical Corps Civilian Career Management and Development Programs. (4) Memo for Record, Career Management Div, OCCmLO, n.d., sub: Minutes of the Second Task Force Meeting on the Chemical Corps Civilian Career Management and Development Program. (5) DF, Col F. M. Arthur, Career Management Div, OCCmLO to DCSLOG, 29 Jun 56, sub: Report of Accomplishments, Logistics Directive 54-611, Civilian Career Management Program.

PAGE 32 OF 199 PAGES

COPY 17 OF 35 COPIES

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Defense and the Department of the Army. Other accomplishments and events reflecting on the Chemical Corps management of military and civilian personnel during fiscal year 1956 are summarized below.

Military Personnel

(C) Actual Chemical Corps officer strength, world-wide, was 1,611 as of 31 May 1956. This was only 73 fewer than the strength as of the beginning of fiscal year 1956, but considerable change had taken place during the year as reflected by an actual strength of 1,726 as of 31 August 1955; 1,767 as of 30 November 1955; and 1,712 as of 29 February 1956. Reductions effected during the last half of the fiscal year resulted from expiration of terms of service, releases, denial of category renewals, promotion passovers, resignations, and a reduced ROTC input during the last half of the fiscal year. As of 31 May 1956 the Chemical Corps was in a good position with respect to strength versus Manning Levels. The only shortage was of nineteen lieutenant colonels, and the only significant overstrength was seventy-six in the grade of lieutenant.³⁵

(U) The following table indicates strengths for all those individuals under the direct jurisdiction of the Chief Chemical Officers:

35

(1) OCCm10 Review and Analysis of Chemical Corps Programs, 1st Quart, p. 9; 2d Quart, p. 7; 3d Quart, p. 37; 4th Quart, p. 29. In the 3d quarter FY 56, the title of this document was changed to Quarterly Review of Chemical Corps Programs. Hereafter both forms will be cited as Quart Rev with the appropriate quarters. (2) Presentation, Military Personnel Program 4th Quarter FY 1956 Review, n.d., Career Management Div, OCCm10. (3) See Summary of Major Events and Problems, FY 55, pp. 21 - 23.

PAGE 32 OF 199 PAGES

COPIY 17 OF 35 COPIES

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Table 1 - Chemical Corps Personnel

Actual Strengths

Date	Military		Civilians	
	Officer	Enlisted	Graded	Ungraded
30 Sep 55	992	2,991	6,352	5,746
31 Dec 55	1,020	3,038	6,309	5,609
31 Mar 56	969	2,767	6,213	5,486
30 Jun 56	517	2,552	6,216	5,432

Source: Quart Rev, 1st Quart, FY 56, pp. 53 - 55; 2d Quart, FY 56, pp. 53 - 55; 3d Quart, FY 56, pp. 51 -53; 4th Quart, FY 56, pp. 63 - 65.

(U) The guiding policy in military career management operations during fiscal year 1956 was to replace daily expedience, which had too often governed personnel reassignments, with planned action. A system of planned reassignment was instituted whereby vacancies were forecasted some months in advance and provision was made to fill these vacancies with officers whose availability had likewise been forecasted. These forecasts were made with the co-operation of the field commanders in a mutual exchange of information. Career Management Division experimentally suspended work on the requisitioning process, since that process, based on immediate need for replacement rather than forecasts of vacancies, did not fit in with planning. Boards of experienced officers were informally assembled to consider individuals available for reassignment in light of forecast vacancies. An attempt was made to evaluate the previous career experience and military education of each individual and to direct the individual to assignments which would best serve in his career

development. Standards and criteria of career development were set up in this process, but they were not to be formalized until more experience was available. By the end of fiscal year 1956 it was apparent that planned action had been successful during the last half of the fiscal year. All reassignments at the end of normal tours of duty were made on a planned basis.³⁶

(U) The scheduling of reassignments was to be extended and refined during fiscal year 1957. The goal is to develop a schedule of reassignments two tours in advance for all individuals. It is also the aim to provide a "contingency reserve" of officers whose career patterns will benefit from any of a variety of assignments. These individuals would be posted to fill overseas and emergency assignments which cannot be forecast.³⁷

(U) Another development with respect to officer personnel was the inauguration of the Logistics Officer Program to train and maintain key officers with significant logistical experience in assignments in that field.³⁸ Since the basic regulation did not provide criteria for the evaluation and assignment of logistics officers, the Chemical Corps set up a team, manned principally by Enlisted Scientific and Professional Personnel with training in research techniques, to evaluate Army schools and courses and logistical assignments available to Chemical Corps personnel. Value factors assigned

36

Kemp - Hall interv, 8 Aug 56.

37

Ibid.

38

AR 614-132, 21 Feb 56.

to education, training and assignment experience as well as the Officers' Efficiency Index, were combined as criteria to make up an overall grading system for the screening of prospective nominees. The draft grading system was tested against all Regular Army majors in the Chemical Corps and against all the full colonels originally nominated for the fully qualified phase of the program. Tests indicated that the project was highly successful and completion was expected early in fiscal year 1957.³⁹

(U) In an attempt to determine more precisely than in the past the qualifications of Chemical Corps officers eligible for advanced army schools, the Corps in FY 1956 inaugurated the optional practice of giving the Command and General Staff College standard entrance examinations to all officers within range of consideration for attendance. The results of this method of selection were encouraging; in one class of 583 officers graduated after the inauguration of the testing procedure, four of the five Chemical Corps officers finished in the upper quartile of the class.

(U) There was also considerable activity in the management of enlisted personnel careers during the fiscal year. As noted in Table 1 above, the number of enlisted personnel under the jurisdiction of the Chief Chemical Officer declined sharply in the third and fourth quarters of the fiscal year.

39

(1) Duncanson - Hart interv, 24 Aug 56. (2) Presentation, Military Personnel Program 4th Quarter FY 1956 Review, Career Management Div, OCCmlC, n.d. (3) See Summary of Major Events and Problems, FY 55, pp. 23 - 24.

40

Duncanson - Hart interv, 24 Aug 56.

PAGE 36 OF 199 PAGES

COPY 17 OF 35 COPIES

The year-end figure was 269 men under the authorization whereas the figure at the end of the first quarter represented an over-strength of 179. This drop was chiefly the result of the unavailability of Enlisted Scientific and Professional Personnel. Replacements for this type of personnel were limited because of the cut in the draft and because some potential ESPP's were electing the six months of active duty training offered by the Reserve Forces Act of 1955 in lieu of two years active service.⁴¹ The Chemical Corps is the largest single user of ESPP's with 1,057 men assigned as of 31 July 1956, and the problem of declining availability is of great concern since in the past the "contributions of ESPP's have been phenomenal."⁴²

(U) The Regular Army enlisted man also received attention during fiscal year 1956. Early in the year the Chemical Corps faced a problem of an imbalance of personnel with respect to assignments in the first three enlisted grades and a problem of the proper utilization of enlisted men who were graduates of specialist schools. These problems were in part pointed out by a survey of utilization made by The Adjutant General's Office. The Chief Chemical Officer promptly directed field commanders to review classifications and assignments of enlisted men. Commanders were directed to reclassify men into needed military occupational specialities where individual qualifications warranted and to reassign mal-assigned men within their commands. Where

41

Presentation, Military Personnel Program 4th Quarter FY 1956 Review, Career Management Div, OCCmLO, n.d.

42

Mr D. H. Flint, Career Management Div, OCCmLC, Presentation to the American Chemical Society Committee Advisory to the Chemical Corps, 18 Sep 56, title: Enlisted Scientific and Professional Personnel.

PAGE 37 OF 199 PAGES

COPY 17 OF 35 COPIES

action could not be completed on a local level commanders reported men for reassignment within the Corps and, in the few cases in which proper utilization could not be effected within the Corps, individuals were reported to TAGO for reassignment. As examples of the work done: at Dugway Proving Ground 7 men were reclassified, 15 men were reassigned, and several more were assigned to on-the-job training with a view to eventual reclassification; at the Chemical Corps Training Command 41 men were reassigned and 106 reclassified. At both installations personal interviews were conducted with enlisted men, and a complete investigation was made of each individual's military occupational specialty qualifications, military and civilian background, physical capabilities and educational level. This program was instituted on a continuing basis throughout the Chemical Corps. At the Chemical Corps Training Command, personal interviews were to be scheduled with each enlisted man entering the organization.⁴³

(U) Pursuant to a letter from the Adjutant General, the Career Management Division, OCCmLO, on 16 May 1956 requested comments from all commanders on means of enhancing the prestige of non-commissioned officers. As an example of Corps action, at Army Chemical Center meetings were held with all senior NCO's and an NCO Advisory Council, to become operative on 2 July 1956, was established. The commanding general also published a letter to all officers of the command setting forth his policy with regard to NCO's. As a result of the meetings held at Army Chemical Center, Rocky Mountain and Pine

43

(1) Ltr, CCmLO to all field commanders, 16 May 56, sub: Personnel Utilization Survey, Continental United States. (2) Kemp - Hall intervy, 8 Aug 56.

PAGE 38 OF 199 PAGES

COPY 7 OF 35 COPIES

Bluff Arsenals and elsewhere, the Chemical Corps forwarded recommendations to higher authority which included suggestions that NCO's be given the option of payment by check or cash, that the first two grades be given limited check-cashing privileges and that, with some limitations, NCO's be assigned to attend staff conferences and commanders' briefings. More progress was expected on these lines during fiscal year 1957.⁴⁴

Civilian Personnel

(U) Table 1 shows a consistent but not large drop in Chemical Corps civilian personnel strength during fiscal year 1956 which was accompanied by a like but smaller drop in total authorizations for the first three quarters and ended in a slight rise in the fourth quarter. The Corps was understrength in both graded and ungraded personnel throughout the year.⁴⁵ The inability to fill spaces, and especially graded spaces, presents the principal civilian personnel problem of this and other fiscal years.

(U) The problem of attracting well-qualified personnel, especially in the scientific and professional fields, was of particular concern to the Ad Hoc Advisory Committee.⁴⁶ Recruitment difficulties arise from four problems;

44

(1) Ltr, CGM10 to CG, ACC, et al., 16 May 56, sub: NCO Corps, inclosing ltr, AGAM-F (M) 221 (5 Mar 56) DCSPER, TAG to Chiefs of Technical Services, et al., 14 Mar 56, sub: NCO Corps. (2) Kemp - Hall interv, 8 Aug 56.

45

Quart Rev, 1st Quart, FY 56, p. 55; 2d Quart, FY 56, p. 55; 3d Quart, FY 56, p. 53; 4th Quart, FY 56, p. 65.

46

See above, pp. 7 - 8.

(1) The Chemical Corps is unable to compete with industry in salaries and attractiveness of positions; (2) the Chemical Corps does not have a consistent reputation for complete and productive research and development work among all segments of the applicable civilian scientific and professional workforce; (3) there has been little recognition of individual work on Army projects; (4) some scientists feel that the aim of the Chemical Corps program is destructive rather than constructive. Among the remedies proposed have been raises in salaries and a pattern of career advancement and interchange of positions, the authorization of more super-grades, an enlarged publication program, and greater communication with members of the civilian scientific world.⁴⁷

(U) Working within regulations the Chemical Corps attempted to apply these and other remedies to the recruitment problems. The Chemical Corps supported Department of the Army efforts to secure the admission of scientific personnel in advanced steps of appropriate grades, thus raising entrance salaries. Congress authorized these initial increases in lower grades and was expected to do so in higher grades. The career patterns for civilian personnel were being set up at the end of the fiscal year as noted above, and plans were being made for interchange of positions. The DCSLOG referral system for vacancies within the technical services in grades GS-13 and above were extended to grades GS-11 and GS-12 within the Chemical Corps. It was believed that when this system reached full operation, opportunities for advancement

47

Interv, Hist Off with Mr Duane Roepke, Career Management Div, OCCmLO, 30 Apr 56.

PAGE 40 OF 199 PAGES

COPY 17 OF 35 COPIES

could be offered throughout the Corps and/or the other technical services according to grade. Early experience with the Corps referral program indicated that both installation commanders and employees appreciated opportunities to fill vacancies at other installations or to draw upon other installations in cases of critical shortages.⁴⁸

(U) The Chemical Corps has long been concerned with the acquisition of supergrades. At the beginning of the fiscal year the Corps had four supergrade positions, two under Public Law 313 and two under the regular classification act. Requirements for thirteen additional supergrades had been stated in the previous fiscal year. During the fiscal year the Corps was allotted three additional GS-16 grades; one of these was assigned to the Executive Office of the Chief Chemical Officer; another to the Headquarters, Research and Development Command; and a third to the Biological Warfare Laboratories. Plans were also made to request thirty-four additional supergrades.⁴⁹

(U) At the close of the fiscal year plans were being made for a liberalized publication policy and a liberalized policy on attendance at scientific meetings.⁵⁰ Increased per diem was authorized for Chemical Corps personnel on recruiting missions at scientific meetings and in colleges and

48

(1) Arthur interv, 25 Sep 56. (2) Roepke interv, 30 Apr 56. (3) Interv, Hist Off with Mr N. W. Williams, Career Management Div, OCCm10, 24 Aug 56.

49

Interv, Hist Off with Mr Gerald Vest, Career Management Div, OCCm10, 24 Aug 56.

50

CCR 55-1, 14 Sep 56.

PAGE 41 OF 199 PAGES

CCPY 17 OF 35 COPIES

universities.⁵¹ Recruitment brochures emphasizing the advantages of Chemical Corps employment were being prepared at the various installations, and Chemical Corps publication policy was being directed toward an emphasis on individual accomplishments, the constructive phases of Chemical Corps work and an exposition of the many items of benefit to society and humanity which have been developed in the Corps. The Corps was working with the American Chemical Society Committee Advisory to the Chemical Corps and other professional organizations to promulgate a better understanding of the Corps' work and its aims.⁵²

(U) A serious problem remained in civilian personnel administration at Army Chemical Center. As noted in the report for fiscal year 1955, a Third Civil Service Region survey of Army Chemical Center civilian personnel operations revealed a high violation rate in regulatory operations, particularly with respect to employee utilization.⁵³ Corrective measures applied included the employment of personnel experienced at other locations and the intensive training of utilization personnel. A regulatory re-inspection by the Third Civil Service Region in February 1956 revealed that these measures had been successful and that the regulatory operation rated slightly above the Army average. A concurrent survey revealed a different problem area, however, in the salary, wage, grade structure, and position

⁵¹ DA CER T3, June 1956, sub: Civilian Travel.

⁵² (1) Roepke interv, 30 Apr 56. (2) Williams interv, 24 Aug 56.

⁵³ See Summary of Major Events and Problems, FI 55, pp. 31 - 33.

analysis area. A Post audit was conducted on all actions in this area and a final report was made by the Third Civil Service Region in May 1956. This report indicated a very high violation rate and a number of operational irregularities which had been aggravated by the inescapably high workload attendant upon the Chemical Corps reorganization. A program of corrective action was submitted by the Chemical Corps and approved by the Civil Service Commission. A cadre was formed headed by Mr. Herman Dorfman, representative of the Civil Service Commission Third Regional Office, and including Mr. Thomas J. Jaenicke, Office of Civilian Personnel, Field Office of the Deputy Chief of Staff for Personnel, and Mr. Walter T. Chambers, Career Management Division, OCCm10. This cadre conducted a two-week course of training in the salary, wage, grade structure and position analysis area for employees of Civilian Personnel Division, Army Chemical Center. The cadre also reviewed the entire problem of position analysis at Army Chemical Center and made a selective survey of positions recently established and evaluated. The cadre met on three occasions after the initial two-week period and at the third meeting, 17 and 18 June 1956, noted the improvement which had been made. The improvement was sufficiently great, in their opinion, to warrant dissolution of the cadre. They recommended that a monthly report recording specific implementations of their suggestions be made. The Army Chemical Center inaugurated a follow-up program which was approved by the Office of the Chief Chemical Officer.⁵⁴ Thus, the administrative phase of the problem was well on

54

(1) Williams interv, 24 Aug 56. (2) West interv, 24 Aug 56.

PAGE 43 OF 199 PAGES

COPY 7 OF 35 COPIES

the way to solution by the end of the fiscal year. Other phases of the problem were, however, broader in scope than the Army Chemical Center arrangements or Chemical Corps civilian personnel management.

(U) The Chemical Corps, like much of the government establishment, was faced with the problem of utilizing obsolete position specifications and of recruiting employees in a job market which was tight not only with respect to scientific and professional employees in the mission fields, but also with respect to administrative personnel and qualified personnel management workers. During fiscal year 1956, 1300 employees resigned from Chemical Corps installations and 700 transferred to other Federal agencies or Army installations. On the basis of a Hoover Commission estimate that it costs \$500 to recruit, process and adjust each new employee to his work, Chemical Corps replacement costs during the year totaled about one million dollars, a figure not out of line with comparable Department of the Army figures. There was in addition a less tangible, but very real, cost resulting from resignations among the employees in civilian personnel offices. Each replacement or vacancy in this force unavoidably causes some disruption and some loss of efficiency in personnel management operations as a whole.⁵⁵

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(1) Arthur interv, 25 Sep 56. (2) Flint interv, 25 Sep 56.
(3) Presentation, Civilian Personnel Program 4th Quarter FY 1956 Review, Career Management Div, OCGMLO, n.d.

Administrative Services

Safety⁵⁶

(U) A major change in Safety Branch responsibility resulted from the reorganization of the Chemical Corps. The branch assumed the staff responsibility in safety for the Research and Development Command whose headquarters were located at Gravelly Point. The organization's predecessor, the Research and Engineering Command, had had its own safety office. It was anticipated that an increase in Safety Branch personnel would be authorized to fulfill this added responsibility.

(U) The safety program uniquely operates on a calendar year basis. The Chemical Corps accident experience for CY 1955 showed a decrease in all categories. The motor vehicle accident rate of 0.9 for 100,000 miles of operation reflected a continued downward trend in this area. It compared favorably with the 1.0 average for all technical services as well as the 1.0 average within the Chemical Corps for the previous calendar year. The military personnel accident rate averaged 3.1 injuries for 100,000 man days. This represented a 65 percent reduction in the Corps CY 54 rate (5.1) and was substantially lower than the overall technical service rate of 4.9. The civilian personnel rate for the previous calendar year (5.2 injuries for each 1,000,000 man hours) had exceeded the technical service average. Although CY 1955 saw this figure reduced to 4.0, a 23 percent decrease, it still remained higher than the overall technical service rate.

56

This section is based on: (1) Interv. Hist Off with Mr G. L. Feazell, C Safety Branch, Admin Div, OCCm10, 24 Aug 56. (2) Quart Rev, 2d Quart, FY 56, p. 29. (3) Quart Hist Rpts, Safety Branch, Admin Div, OCCm10, FY 56.

PAGE 45 OF 195 PAGES

COPY 17 OF 35 COPIES

(U) During CY 1955 the Chemical Corps won the coveted Award of Honor of the National Safety Council — the highest achievement in the field of safety. Pine Bluff Arsenal, at the installation level, also won this award as well as the Armed Forces Chemical Association's award for safety.

Welfare and Morale Services⁵⁷

(U) The Welfare and Morale Branch was established in the Administration Division, OCCmlO, on 1 July 1955, as a result of AR 10-50. This regulation, among other things, transferred to the Chief Chemical Officer the responsibility for all special service and other non-appropriation fund activities which had formerly been directed by the continental army commanders. In addition to the special service functions which are recreational and educational in nature, the branch provides staff supervision for such activities as Army Emergency Relief, Red Cross, open messes, and soldier voting. On 24 October 1955 the Welfare and Morale Branch assumed the responsibility for the quartermaster services and the medical and dental programs which had been under the Logistics Planning Division. The former program includes the followings: commissary, food service, mortuary procedures, and laundry and dry cleaning.

(U) Since the transfer of welfare and morale activities to the Chief Chemical Officer there has been a deeper understanding of and a better appreciation for the programming in this field. Visits by branch personnel

57

This section is based on: (1) Interv, Hist Off with Mr R. E. Hegdahl, C Welfare and Morale Br, Admin Div, OCCmlO, 24 Aug 56. (2) Quart Rev, 4th Quart, FY 56, p. 110. (3) Quart Hist Rpts, Welfare and Morale Br, Admin Div, OCCmlO, FY 56.

PAGE 46 OF 199 PAGES

COPY 17 OF 35 COPIES

have resulted in surveys of welfare and morale activities and facilities for all Chemical Corps installations. When Camp Kilmer, N. J., closed, the Chemical Corps received an estimated \$25,000 worth of equipment which was considered surplus in the First Army area. Six new bowling lanes were built at Dugway Proving Ground and two each at Army Chemical Center and Fort Detrick. Dayroom furnishings and equipment were furnished at Dugway, Rocky Mountain Arsenal, and Pine Bluff Arsenal.

(U) Liaison officers were selected for Walter Reed Hospital and the Station Hospital, Fort Belvoir, Va. Members of the Welfare and Morale Branch made eighty visits to these two installations during FY 1956 enabling hospitalized Chemical Corps personnel and their families to have immediate redress for any problem which arose.

Technical and Public Information⁵⁸

(U) The emphasis on keeping the public informed, which General Creasy has stressed since becoming Chief Chemical Officer, was continued during FY 1956.⁵⁹ This program assumed several forms. Personnel were encouraged to write and publish scientific and technical papers and thus enhance the reputation of themselves as well as that of the Chemical Corps. The release of public information material was also stressed. Altogether 726 manuscripts were processed for Department of Defense security review and public release, a 20 percent increase over the figure for FY 1955.

58

Unless otherwise noted, the material in this section came from: (1) Interview, Hist Off with Mr John Kley, Technical Liaison Br, Admin Div, OCCMCO, 8 Aug 56. (2) Quart Rev, 4th Quart, FY 56, p. 31. (3) Quart Hist Rpts, Technical Liaison Br, Admin Div, OCCMCO, FY 56. (4) Annual History Chemical Corps Exhibit, ACCMCO, Md., 30 Jun 56.

59

Summary of Major Events and Problems, FY 55, p. 11.

PAGE 47 OF 199 PAGES
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(U) At the beginning of the year the Chief Chemical Officer, through the provisions of AR 10-50, gained a tighter control over public information activities at Chemical Corps installations.⁶⁰ His efforts to increase the flow of public information in these areas have resulted in the release of a larger number of trade and industrial news and feature items.

(J) There was a rise in the number of special projects during the year. Among these projects were the Armed Forces Day programs in Washington and throughout the country, Public Relations activities relating to the New England New Products, Patents, and Processes Exhibition in Boston, and to similar activities relating to the Armed Forces Chemical Association annual meeting, also held in Boston. A 35-panel Chemical Corps exhibit, portraying various aspects of the Corps' CBR mission as it applied to Civil Defense and military activities, was shown on fifteen occasions to civilian and military audiences in various parts of the country. A total of 492,210 people viewed the exhibit during its 61 days of display. It drew its largest crowds on its visits to the New York City Coliseum for the International Home Building Exhibit and to Grand Central Station, New York, during Armed Forces Reserve Week. The number and variety of public events and community relations activities at Chemical Corps installations -- student visits, speeches, demonstrations, parades -- increased during FY 1956.

60

Summary of Major Events and Problems, FY 55, p. 12.

PAGE 43 OF 199 PAGES

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(C) A continuing problem in the field of public information was the difficulties encountered in the release of material about chemical and biological warfare.⁶¹

Military History

(U) In June 1955 the Office, Chief of Military History, notified the Chemical Corps Historical Office that the first volume of the World War II series had been approved for publication following certain designated revisions. This volume, entitled Organizing for War, was written by Dr. Leo P. Brophy and Col. George J. B. Fisher, USA (Ret). Since Colonel Fisher was too ill to work on revision of the manuscript, the task was assigned to Dr. Brophy, who was ably assisted by other historians of the office. By June 1956 the revision had been completed and the manuscript returned to the Office, Chief of Military History, for publication.

(U) During the fiscal year the Historical Office had more requests for information than in any previous fiscal year. Requests included casualty reports, unit histories, unit decorations, individual performance data, and material for talks and speeches.

Financial Management

Organization of Financial Activities

(U) The reorganization of the Chemical Corps led to the streamlining

61

(1) Memo, CGMHC for CofS (thru DCSLOG), 12 Jun 56, sub: Public Information on Chemical and Biological Warfare as a War Deterrent. (2) Memo, DCSLOG for CGMHC, 14 Jul 56, sub: Public Information on Chemical and Biological Warfare as a War Deterrent.

PAGE 49 OF 199 PAGES

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of comptroller functions throughout the Corps and to the elimination of comptroller offices within the Chemical Corps Materiel Command and the Research and Engineering Command. Much of the detail work formerly handled by command comptrollers was redelegated to installation comptrollers in keeping with the recommendations of the Ad Hoc Advisory Committee. To assure that comptroller activities would be responsive to the operating needs of the Corps and to the viewpoint of the Chief Chemical Officer, the functions of the Office of the Chemical Corps Comptroller were expanded to provide comptroller services to the commands except for Materiel Command allotment accounting, reimbursement billing, forms management, program review and analysis, and Home Office, Army Stock Fund (Chemical) operations. These services were provided by the Comptroller and other elements of the Headquarters, Army Chemical Center and Chemical Corps Materiel Command.⁶²

(U) This realignment of comptroller functions increased efficiency from the point of view of the Comptroller's Office, OCCmlO. The following graphic presentation demonstrates the simplification of channels of communication:

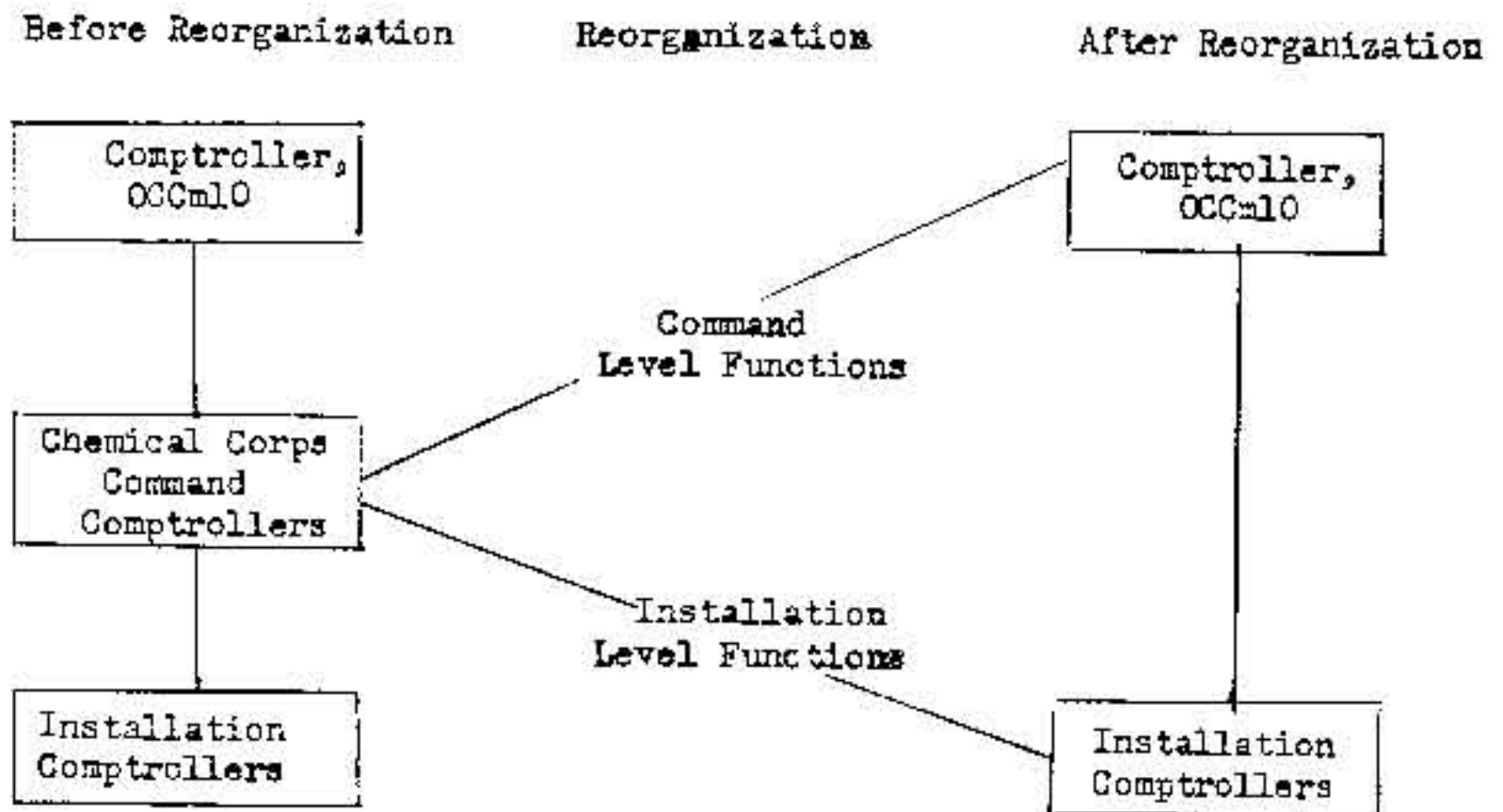
62

(1) Interv, Hist Off with Mr C. W. Lombard and Miss E. M. O'Hair, Comptroller's Office, OCCmlO, 8 Aug 56. (2) CCR 10-20, 6 Jun 56. (3) Rpt, Ad Hoc Advisory Committee, p. 14. (4) Burns Committee, Organization Plan, Comptrollers Organization and Operations, Chemical Corps, n. d., pp. 1 - 5. (5) Statement, Chemical Corps Comptroller to Ad Hoc Advisory Committee, 13 Jul 56, no sub.

PAGE 50 OF 199 PAGES

COPI 17 OF 35 COPIES

Chart 3 — Comptroller Functions, Chemical Corps



Direct communication with the installations facilitated comptroller operations in all spheres. Guidance which was formerly furnished from OCCmLO to the Command comptrollers was given directly to installation comptrollers. Budgeting information passed from installation comptrollers directly to OCCmLO thus eliminating review of information and budget preparation formerly done in the commands. Installation comptrollers informed the Comptroller's Office, OCCmLO, on problems within management and financial systems areas as they developed, and corrective measures were applied directly and at the source. The additional responsibility acquired did not necessitate a significant increase in personnel in the Comptrollers Office OCCmLO; before the realignment the strength of this office was 7 military and 75 civilians for a total of 82 persons, while after realignment, the strength was 4 military and 79

civilians for a total of 83 persons. On the other hand, discontinuance of command comptrollers offices meant a reduction of fifty-three personnel spaces for an estimated annual savings of \$250,000.⁶³

(U) Following the recommendations of the Burns Committee, positions of Financial Management Advisor were established in each of the commands. The purpose of this establishment was to provide each commander with an individual who could keep him informed on the management and fiscal activities of his command. On the recommendations of this individual each commander could make fiscal and management decisions as they were required.⁶⁴

(U) The appointment of Financial Management Advisors brought up the question of the appropriateness of comptroller functions realignment from the command point of view. Since the advisors were not a part of the operational channel between installations and OCCmLO, command personnel feared that the advisors would be unable to provide their commanders with sufficient, current information. It devolved upon the Chemical Corps Comptroller, therefore, to provide informational services to the commands. The informational requirements of the new Research and Development Command were easily met since that command headquarters was physically located in OCCmLO, but Materiel Command initially experienced a problem of distances and communication similar to that experienced with the transfer of program directorships from OCCmLO to

63

Lombard - O'Heir interv, 8 Aug 56.

64

(1) Lombard - O'Heir interv, 8 Aug 56. (2) Burns Committee Organization Plan, Comptrollers Organization and Operations, Chemical Corps, n. d., p. 30.

PAGE 52 OF 199 PAGES

COPY 17 OF 35 COPIES

the command headquarters.⁶⁵ From the point of view of the Chemical Corps Comptroller, this problem was one of readjustment to the new organization. Steps were being taken at the end of the fiscal year to provide Financial Management Advisors with the information available to the Comptroller. Co-operative arrangements were being worked out between Materiel Command and OCCmlO to provide for a ready exchange of ideas among all personnel concerned. It was expected that the organization would function according to the Burns Committee plans in fiscal year 1957.⁶⁶

Funding

(U) The Chemical Corps obligation rate for fiscal year 1956 was 97 percent of programmed funds and 97 percent of scheduled obligations. This high obligation performance, a substantial improvement over the FY 1954 rate of 82 percent and the FY 1955 rate of 95 percent, demonstrates the efficiency and concentrated effort applied by Program Directors and all elements of the Corps. Total funds available in the FY 1956 program were \$98,360,000 of which more than eighty million represents the Department of the Army allotment to the Chemical Corps and slightly over eighteen million represents allotments from other agencies. Actual expenditures were 93 percent of the total FY 1956 expenditure plan. Actual obligations and expenditures by Chemical Corps program are listed in the following table:

65

(1) Interv, Hist Off with Brig Gen Marshall Stubbs, CMLC MATCOM, 31 Aug 56. (2) See below, pp. 152 - 56.

66

Interv, Hist Off with Col G. W. Nussbaum, Chemical Corps Comptroller, 8 Jan 57.

PAGE 53 OF 199 PAGES

COPY 17 OF 35 COPIES

Table 2 -- Chemical Corps Obligations and Expenditure FY 1956*

Com C Program	Actual Obligation	Actual Expenditure
Total	\$95,341	\$115,635
Management	1,839	1,780
Training	1,254	1,302
Procurement	24,159	44,288
Industrial Mobilization	14,554	22,508
Supply, Distribution, Maintenance	6,326	5,710
Service	3,718	3,161
Construction	22	9
National Guard	5	8
Reserve & ROTC	1	4
Intelligence	115	115
Research & Development	41,953	45,387
Other operational activities .	1,395	1,363

*Dollars in thousands.

Source: Quart Rev, 4th Quart, FY 56, pp. 17 - 19. The carry-over into fiscal year 1957 is \$93,000,000 as opposed to \$167,000,000 carried over from the last fiscal year.⁶⁷

Financial Management Systems

(U) During fiscal year 1956 the financial management systems structure was rounded out to cover operations in all phases of the Chemical Corps mission. Application of financial management systems within the Corps was inaugurated on 1 July 1951 with the installation of the Army Industrial Fund at Rocky Mountain Arsenal. This system was subsequently extended to

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(1) Lombard - O'Heir interv, 8 Aug 56. (2) Quart Rev, 4th Quart, FY 56, pp. 17 - 19. (3) Presentation, Review of Chemical Corps Programs, 4th Quart, FY 56, n. d., Comptroller's Office, OCCalO.

Pine Bluff Arsenal, Dugway Proving Ground and Fort Detrick. The Financial Inventory accounting system for the dollar value control of stocks was installed throughout the Chemical Corps continental supply system by 1 January 1954. The Army Stock Fund, a working capital fund applicable to stock control and procurement of common use items, was inaugurated on 1 April 1954 in the Chemical Section of New Cumberland General Depot. The Stock Fund system covered all chemical general supplies in CONJS with the exception of those in posts, camps and stations, and overseas installation had begun by the end of fiscal year 1955. Two new systems, the Depot Command Management System, a combined financial and administrative system for all Army supply depots, and Integrated Accounting, a system governing budgeting, allocation of funds and disbursing at the installation level, made debuts in fiscal year 1956.⁶⁸ Developments in this fiscal year with respect to each of these systems will be discussed below.

(U) Army Industrial Fund. The Army Industrial Fund (AIF) was installed at Fort Detrick on 1 June 1955. Fiscal year 1956 fund operations at that location were highly successful. On 17 July 1956 Fort Detrick personnel made a presentation to representatives of the Bureau of the Budget, Department of Defense, the Office of the Comptroller of the Army, and the Office of the Deputy Chief of Staff for Logistics on fund operations. Col. John J. Hayes,

68

See Summary of Major Events and Problems: 9 Sep 51 - 31 Dec 52, pp. 39 - 43; FY 53, pp. 65 - 67; FY 54, pp. 4 - 5, 117 - 119; FY 55, pp. 37 - 40.

PAGE 55 OF 199 PAGES

COPY 17 OF 35 COPIES

the installation commander, summarized the benefits of the fund system as follows:

... We do have an accounting system tailor-made for us on good accepted accounting principles. It is a double entry, accrual-type system which gives us the benefit of complete integration of our finances and complete cost accounting. For management, it gives us the knowledge of what our expenses are, as opposed to the old expenditure system. We have, as a result of the reports coming from the system, a basis for measuring operations or results of operations with costs or expenses, and we have it on a realistic basis.

... We have data which give customers costs in which they are interested, and costs in which higher authority is interested.

After a year's experience under the AIF, all the people here [Fort Detrick] now have some firm facts on which they can base analyses of what they have done and on which to base good estimates of what future experience should be.⁶⁹

Higher echelon representatives expressed themselves as being well satisfied with the operation of the AIF at Fort Detrick.⁷⁰

(U) The success of fund operation at Fort Detrick was attested to not only by the management improvements resulting from a more realistic operation, but also by the statistical account of performance. Fort Detrick met 98 percent of its sales forecast in FY 1956, indicating that forecasting and accounting procedures have reached a high degree of efficiency. This was also true of the other research and development installation, Dugway Proving Ground, which was operating under the industrial fund. Dugway Proving Ground exceeded its original sales forecast by 6 percent in a demonstration of very even

69

Col John J. Hayes, "AIF Experience from the Commander's Point of View," in Department of the Army Presentation to Representatives of the Bureau of the Budget, Financial Management at Fort Detrick, 17 Jul 56.

70

Interv, Hist Off with Mr Lloyd A. Murray, Mr Edward D. Sutton, and Mr R. Donald Rogers, Comptroller's Office, OCCMLO, 14 Aug 56.

PAGE 56 OF 199 PAGES

COPY 17 OF 35 COPIES

performance.⁷¹

(U) Fund performance at the two pioneer installations, Rocky Mountain and Pine Bluff Arsenals, was not as smooth as at the research and development installations. Rocky Mountain Arsenal met only 55 percent of forecast sales (\$21 million as opposed to \$38 million) while Pine Bluff Arsenal reached 89 percent of its forecast (\$29 million as opposed to \$33 million). The actual gross operating loss at Rocky Mountain Arsenal was \$4,325,000 and at Pine Bluff Arsenal, \$1,796,000. At Rocky Mountain all but \$804,000 on this loss was recovered by billings to customers at increased prices, and at Pine Bluff all but \$30,000 was recovered. These net losses should likewise be recovered by increased billings in subsequent fiscal years.⁷² In these cases the failure to meet forecasts does not reflect adversely on the operation or efficiency of AIF. The losses resulted from production cut-backs and stretch-outs which threw the forecast schedule out of balance at both installations. Cut-back and stretch-out problems were intensified at this time since the production programs were small and were dependent upon a few items. The failure to meet forecasts in such a situation points up the principal AIF problem in a period of declining production, and that is the problem of funding fixed costs.⁷³

71

Ibid.

72

(1) Murray - Sutton - Rogers interv, 14 Aug 56. (2) See Quart Rev, 4th Quart, FY 56, p. 23.

73

Murray - Sutton - Rogers interv, 14 Aug 56.

PAGE 57 OF 199 PAGES

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(U) Since the inception of AIF in the Chemical Corps, fixed costs have been charged to customers by addition to the price of items produced. During periods of large production when most of the manufacturing activity is in operation, the added cost is negligible, but, when less efficient, small-scale operation plus the necessity of maintaining many plants in standby sends fixed costs soaring, the few items produced must be priced far above their actual production cost. This problem has been brought to the attention of higher authority, but, since no solution was immediately available, DCSLOG has authorized pricing to include approximately \$1,500,000 in fixed costs.⁷⁴

(U) The AIF remained a prime management tool despite problems in the fixed-cost area. For example, industrial fund controls pointed out an excessive inventory at Pine Bluff Arsenal amounting to about \$7,600,000. The excess was in unused and unscheduled production inventory items; the inventory has been reduced by the entire amount. Also at Pine Bluff Arsenal a slight excess in cash was generated by returns from sales which can be applied to future operations. The excess cash similarly generated at Rocky Mountain Arsenal amounted to more than \$1,000,000, and that sum was returned to the overall corpus of the Army Industrial Fund. At Fort Detrick it was determined that a large amount of minor operating equipment capitalized in inventory was actually in use. Permission was received from higher authority to write approximately \$1,185,000 off the inventory. Inventory adjustments of lesser magnitude were also made at the other installations.⁷⁵

74

Ibid.

75

Ibid.

PAGE 58 OF 199 PAGES

COPY 17 OF 35 COPIES

(U) The best augury for the future in industrial fund operations is the consolidation of engineered standards⁷⁶ with AIF cost accounting procedures at Rocky Mountain and Pine Bluff Arsenals. Under the engineered standards project, measured standards of time, motion, flow, and materials usage have been set up in each work area. These factors have been integrated with the cost accounting system although work remains to be done in the areas of verifying costs and adjusting accounting techniques. The commercial management engineering firm of Ernst and Ernst completed their contract on this project 30 June 1956, and their final report was to be due in September. It was felt that when the system was complete, the Chemical Corps would be able to determine precisely the most efficient procedures and the minimum costs affecting each and every operation at both arsenals.⁷⁷

(U) Army Stock Fund. At the beginning of fiscal year 1956 the Chemical Corps added six overseas chemical depots and the chemical sections in six Class I installations in the Third Army Area, CONUS, as branch offices of the Chemical Division, Army Stock Fund (ASF).⁷⁸ These additions gave the Chemical Division of the Army Stock Fund world-wide coverage, and they increased the Chemical Home Office capitalization by about \$10,000,000. The Chemical Corps

⁷⁶

See Summary of Major Events and Problems, FY 55, pp. 123 - 127.

⁷⁷

(1) Murray - Sutton - Rogers interv, 14 Aug 56. (2) Stubbs interv, 31 Aug 56.

⁷⁸

See Summary of Major Events and Problems, FY 55, pp. 127 - 28.

PAGE 59 OF 199 PAGES

COPY 17 OF 35 COPIES

part in setting up these branch offices was to install the system, to orient, and to train local personnel in the operation of the system.⁷⁹

(U) The inauguration of these new branch offices raised some operating problems. These were the first branch offices located completely outside the jurisdictional area of the Chief Chemical Officer. The Chief Chemical Officer therefore acquired responsibility for stock fund operations in other command jurisdictions. Stock fund directives of the Chief Chemical Officer must be transmitted to overseas installations through the Deputy Chief of Staff for Logistics or through technical channels to the theater Chemical Officers. The Office of the Deputy Chief of Staff for Logistics and the overseas commands were most co-operative in accomplishing the necessary direction through these channels. With respect to installations within CONUS, communication was somewhat more difficult since the only channel is through Continental Army Command and through the Third Army Headquarters to the installation. Technical channels do not apply. This more complicated and formal procedure inevitably resulted in delay and possible misinterpretation of instructions. Communication difficulties were compounded by the fact that CONUS post, camp, and station branch offices do a primarily retail business while the stock fund system is essentially one for control of wholesale procedures. An illustration of this point is that the total capitalization in the six CONUS branch offices was only approximately \$150,000 out of the

79

Unless otherwise noted, all material in this section taken from interview with Mr J. W. Strother, Comptroller's Office, OCCMLO, 14 Aug 56.

PAGE 60 OF 199 PAGES

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\$10 million capitalization for the twelve new branch offices. In view of the size of business handled and the difficulty of communication, the Chief Chemical Officer advised DCSLOG that he saw no significant advantage to be realized from the further extension of ASF in CONUS.⁸⁰

(U) Operationally, ASF functioned effectively as a management tool. Improved stock management and better inventory information made it possible to meet many current demands from excesses and surpluses in shelf stock. Since these stocks were not replaced, a cash sales excess of \$8,000,000 was acquired. The entire amount was returned to the Treasury of the United States. The benefits of this return to the Treasury were the obvious benefits of an increasingly economical operation, and a savings to the taxpayer. Additional benefits accruing to the Chemical Corps were better inventory management and simplified handling of smaller inventories.⁸¹

(U) Two operational problems were successfully solved during the fiscal year. The first arose in connection with OPERATION GYROSCOPE, the planned rotation of large Army organizations between the Continental United States and the theaters of operations. In order to airlift these organizations, all organizational equipment was turned in before movement. On arriving at a new station the organizations were forbidden by law from requisitioning new

80

DF, Comptroller, OCCMLO to Deputy Chief of Staff for Logistics, Attn: Director Financial Operations, n. d. , sub: Disbursement Limitation, Chemical Division Army Stock Fund.

81

Lombard - O'Heir interv, 8 Aug 56.

equipment without the citation of funds, but organization funds had previously been expended at the home station. The Army Inventory Management Policy Group and the Army Stock Fund Working Group, on which the Chemical Corps is represented,⁸² worked out a solution which was carried out in detail by the technical services, including the Chemical Corps. A system of credits was evolved. Credits could be exchanged between branch offices to apply to equipment turned in by and issued to a particular organization. Operation SAGEBRUSH, the largest maneuver attempted since World War II, and the first large scale Air Force - Army combined maneuver, posed the second problem. All general supplies were being issued on ASF sale, but no funds had been provided for the operation. General Palmer, Vice Chief of Staff, called for a perfect logistic operation in support of the tactical and strategic maneuver. ASF managers combined to devise a system of stock fund operation on credit. Chemical Corps branch offices throughout the United States extended credit for supplies to organizations staging in their areas, and at the close of the maneuver, delivered to Continental Army Command the total bill less allowance for serviceable material returned to depots. The logistic portion of Operation SAGEBRUSH proved that the ASF system could operate under stress without hampering supply activities, and it proved that accounting procedures were sufficiently flexible to meet a crisis while providing adequate documentation.

82

The Director of Financial Operations, DCSLOG, commended three Chemical Corps representatives for their work on these groups.

PAGE 62 OF 199 PAGES

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(U) Chemical Corps reorganization did not bring about any problems in the stock fund management. The stock fund home office which was, prior to the reorganization, located in the Comptroller's Office, Chemical Corps Materiel Command, could, under the concept of transferring command comptroller functions to OCCm10, have been relocated in the Office of the Comptroller, OCCm10.⁸³ The concomitant transfer of the directorship for Chemical Corps Program 9, Supply, to Materiel Command from the Office of the Chief Chemical Officer, however, made it necessary to re-establish the stock fund home office in a location readily available to the program director. The home office was accordingly re-established in the Office of the Comptroller, Headquarters Army Chemical Center and Chemical Corps Materiel Command. An administrative problem of greater concern in the command was that additional controls were superimposed on the natural controls of the Army Stock Fund. During fiscal year 1956 cash control was placed on ASF procurement, necessitating the formulation of procurement budgets which had not been required under the original "pay-as-you-go" plan. By the end of the year disbursement controls had also been initiated which made mandatory the quarterly programming of procurement funds. The administrative workload of concurrently operating the old budgeting system and the new ASF system was a burden to the Materiel Command.⁸⁴

(U) The Financial Inventory Accounting (FIA) system, basic to the Army Stock Fund, was improved during fiscal year 1956. Operating under the

83

See above, pp. 49 - 51.

84

(1) Interv, Hist Off with Mr William E. Montanary, Supply Div, CmlC MATCOM, 24 Sep 56. (2) Interv, Hist Off with Col C. J. Merrill, Dep Cmdr, CmlC MATCOM, 23 Oct 56.

PAGE 63 OF 199 PAGES

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Chemical Corps FIA manual published in fiscal year 1955, the Corps, in fiscal 1956, reduced its inventory in all lines. The FIA accounting system has also been improved and all chemical stocks were brought under the system during the year. Included were stocks in seventy posts, camps and stations in the Continental United States, all stocks in overseas depots, and all stocks on the books of all service organizations. In all 94 percent of the world-wide chemical supply stockage was reported by the end of the year; only those supplies actually in the hands of troops are not reported. A further accomplishment was the revision of the accounting category structure to make it compatible with Federal Supply Classification codes. The reconciliation of code and category required the examination of each item within each supply group. As of the end of the year the Chemical Corps was prepared to re-catalog all stocks into the federal system.

(U) Depot Command Management System. The Depot Command Management System (DCMS) is a system for the integrated financial and administrative management of all depots. The general depots, with the exception of Memphis General Depot which is exempt from DCMS since the Chemical Section is a national stock control point, installed the system during fiscal year 1956. In this process the depot commanders acquired responsibility for manpower controls and all phases of operations which had previously been the responsibility of the chiefs of the technical service sections. Chemical Corps operations in this fiscal year were little changed by DCMS since the supervising office, the Office of the Quartermaster General, and the depot commanders were receptive to the wishes and suggestions of the Chemical

PAGE 64 OF 199 PAGES

COPY 17 OF 35 COPIES

Corps.⁸⁵

(U) A pilot operation of DCMS was inaugurated in Chemical Corps branch depots during fiscal year 1956. There was no question of an administrative change with respect to either installation, Rocky Mountain Arsenal Storage Area or Midwest Chemical Depot, where the pilot operation was tried, since in both cases the commander was previously in complete control of all operational phases. Both depots are located at Army Industrial Fund installations, and, therefore, the DCMS was tested by converting industrial fund reports into DCMS reports. Such conversion proved to be entirely workable. The only remaining chemical depot subject to the DCMS is Eastern Chemical Depot at Army Chemical Center. Here installation awaited the inauguration of integrated accounting, a system which provides basic data for DCMS. Both systems were expected to be in operation early in fiscal year 1957.⁸⁶

(U) Integrated Accounting. Integrated accounting, as noted above, is a system for combining appropriations, allocations and disbursement accounting at technical service or installation level. Prior to the inauguration of this system, appropriations and allocations were accounted for by the service or installation while disbursement accounting and operations were a responsibility of Finance Corps officers under the direct supervision of the

85

(1) Strother interv, 14 Aug 56. (2) Montanary interv, 24 Sep 56.
(3) Interv, Hist Off with Mr Eugene P. Smith, Supply Div, CMLC MATCOM, 14 Sep 56.

86

(1) Strother interv, 14 Aug 56. (2) Montanary interv, 24 Sep 56.
(3) Smith interv, 14 Sep 56.

PAGE 65 OF 199 PAGES

COPIY 17 OF 35 COPIES

Continental Army in the area. Army Regulation 10-50 transferred this responsibility to the technical services. All chemical installations except Army Chemical Center completed installation of integrated accounting during fiscal year 1956. The Army Chemical Center system was to be inaugurated 1 August 1956. Actual installation of the system proceeded rapidly and without difficulty. Two systems of books were maintained until the integrated accounting system proved accurate and reliable.⁸⁷

(U) The benefits of integrated accounting were many. The Chief Chemical Officer had better control of fiscal management, and he was no longer dependent upon any continental army for fiscal services. Integrated accounting expedited fiscal reporting, especially of expenditure data, and expedited payment of vouchers since all data was maintained on one set of books, eliminating cross-checking between sets of books and eliminating the physical problem of communication between allocations and disbursement offices. Under the previous system a large amount of reconciliation work had to be done between appropriations and disbursement accounts. Since inter-command, or, at best, inter-office co-ordination was required, reconciliation work mounted up to be handled in periodic rushes of work. Under integrated accounting a small amount of intra-office reconciliation was done daily.⁸⁸

87

(1) Strother interv, 14 Aug 56. (2) Murray - Sutton - Rogers interv, 14 Aug 56. (3) AR 10 - 50, 25 Mar 55.

88

Strother interv, 14 Aug 56.

PAGE 66 OF 199 PAGES

COPY 17 OF 35 COPIES

Facilities

(U) Chemical Corps programs relating to facilities were redistributed in the reorganization of the Corps.⁸⁹ The installations program, essentially a review and analysis program, was placed under the directorship of the Chief, Logistics Planning Division, OCCmlO.⁹⁰ The most important derivative program, construction, was placed under the directorship of the commander, Chemical Corps Engineering Command. Other phases of facilities programs are supervised by the Commanding General, Chemical Corps Materiel Command.

(U) Chemical Corps Engineering Command adjusted rapidly to the problems of handling the operating construction program with the help of three employees transferred from OCCmlO. Materiel Command, having handled many phases of the construction and service activities prior to the reorganization, needed only to enlarge the staff and scope of operations. To supervise these activities a new Facilities Division was created within Materiel Command.⁹¹ Considerable difficulty was experienced in recruiting additional qualified personnel to staff the new division.⁹²

89

See App. C.

90

See below, pp. 151 -53 for organization of Logistics Planning Division.

91

(1) For Materiel Command organization, see below, pp. 154 - 61.
(2) For Engineering Command organization, see below, pp. 119, 126.

92

(1) Interv, Hist Off with Mr F. G. De Angelis, Logistics Planning Div, OCCmlO, 15 Aug 56. (2) Interv, Hist Off with Mr Charles L. Alberding, Facilities Div, CmlC MATCOM, 13 Sep 56.

(U) The most pressing problems in the facilities-construction-installations complex, which were on the way to solution at the end of the fiscal year, were the clarifications of responsibilities, the provision of information, and the maintenance of communications among all the working groups. While these problems were prevalent throughout the Corps reorganization, they were somewhat more complicated here than elsewhere because of the fact that many operating phases and the correlation of the Army-wide program are under the supervision of the Corps of Engineers and fiscal matters require almost constant liaison both with the Corps of Engineers and the Department of the Army. The staff element responsible in Logistics Planning Division, OCCmLO, under the small-staff concept, was not prepared to act as a liaison office between the various agencies in the Corps and the agencies outside the Corps. Direct communication between command echelons and agencies outside the Corps was authorized, but direct communication posed the two problems of setting up channels apart from those customarily employed and the provision of sufficient current information for the use of the Office of the Chief Chemical Officer. Such direct communication as it was possible to establish by the end of the fiscal year had the considerable benefit of bringing about a better understanding of the needs and plans of other services and a prompt handling of operating detail. The reporting and information problem had yet to be solved, but it was possible that the solution would be an automatic product of adjustment to the reorganization as a whole and the training of individuals which this adjustment demands.⁹³

⁹³ De Angelis interv, 15 Aug 56. (2) Alberding interv, 13 Sep 56.

Table 3 -- Value of Real Property Under Jurisdiction of Respective Chemical Corps Commands 1 July 1956

	Orig Acqn Cost	Replacement Cost Index ^a	Replacement Cost
GRAND TOTAL	\$457,577,115		\$774,314,973
<u>RESEARCH & DEV COMMAND</u>			
Total	\$175,038,042		\$247,384,182
ACC - C&RL	\$ 7,004,189	2.50	\$ 17,510,473
Fort Detrick	49,718,042	1.75	87,006,574
Dugway Proving Ground. Production Develop- ment Labs	31,815,811	1.40	44,542,135
	86,500,000	1.15	98,325,000
<u>MATERIEL COMMAND</u>			
Total	\$276,279,273		\$516,915,111
ACC (less C&RL)	63,688,148	2.50	159,220,370
Pine Bluff Arsenal (less PDL)	48,948,885	2.00	97,897,770
Rocky Mountain Arsenal	77,325,071	1.60	123,720,114
Phosphate Develop- ment Works	50,682,923	1.15	58,285,361
Niagara Falls Plant	5,023,736	2.25	11,308,406
St. Louis Plant	5,768,002	2.25	12,978,005
Seattle Plant	913,105	2.25	2,054,486
Marshall Plant	9,562,233	2.00	19,124,466
Owl Plant	4,083,207	2.25	9,187,216
New Cumberland	663,595	2.25	1,493,089
Kansas City	765,725	2.25	1,722,881
Habus Plant	728,560	2.25	1,639,260
Vigo Plant	8,126,083	2.25	18,283,687
<u>CMLC TRAINING COMMAND</u>			
Fort McClellan	\$ 6,259,800		\$ 10,015,680
<u>CMLC ENGINEERING COMMAND^b</u>			

^aBased upon weighted average cost index of ENR and CofE experience.

^bEngineering Command is not charged with any property, but during FY 1956 this command had staff supervision of approximately \$30,000,000 in Chemical Corps projects under construction.

Source: Installations Branch, Logistics Planning Div, OCC:10.

(U) Table 3 lists the acquisition and replacement cost of existing Chemical Corps facilities by command as of the end of the fiscal year. The total replacement cost of more than \$774,000,000 covers 451,984 acres of land, 3,600 buildings, 840 miles of road, and 108 miles of railroad.⁹⁴ The fiscal year 1956 Military Construction Army (MCA) program within the Chemical Corps included 15 projects totaling \$2,880,000. Two of these projects were complete in fiscal 1956. Including carry-over from previous years, a total of approximately \$18,800,000 worth of MCA projects were under construction as of 31 May 1956. Also under construction were projects financed from Research and Development funds estimated at nearly \$300,000 at Army Chemical Center and at \$41,000 at Dugway Proving Ground. Provision of Production Facilities Funds (PPFF) provided \$898,000 for an extension to the bombing mat at Pine Bluff Arsenal and design is underway at the same installation for the construction of surveillance facilities expected to cost more than six million dollars. An important development in the PPFF program was the completion of design and contracting for construction of a retaining lake and canals for waste disposal at Rocky Mountain Arsenal. The year-end estimate on this project was \$608,000.⁹⁵

(U) The problem of waste disposal from chemical manufacturing activities has long been of considerable concern to the Chemical Corps, and recent

⁹⁴ Quart Rev, 4th Quart, FY 56, p. 9.

⁹⁵ (1) De Angelis interv, 15 Aug 56. (2) Quart Rev, 4th Quart, FY 56, pp. 131 - 37.

water supply board investigations brought about a reappraisal of the entire problem. At Rocky Mountain Arsenal the disposal of liquid wastes from toxic production posed a question of specific need. With the advice of the Bureau of Reclamation, Department of the Interior, and of the Corps of Engineers, the Chemical Corps sponsored a project for a retaining lake in which liquid wastes would be subject to solar evaporation. At Chemical Corps' request the Corps of Engineers designed the project and let a contract for a lake having a surface of ninety-five acres and a maximum depth of fifteen feet. The bottom of the lake was to be sealed with an asphalt-type membrane to prevent any loss of contents into the soil. Design calculations gave an annual average evaporation disposal rate of one to two gallons per minute per acre of surface area. These calculations are based on Bureau of Reclamation studies on surface tension and evaporation of water made for the purpose of determining reservoir design in scarce water areas. The converse application of these studies to waste disposal is an innovation in the Chemical Corps. Construction was to be initiated in August, and it was expected that the pumping and disposal of wastes would begin early in November 1956.⁹⁶

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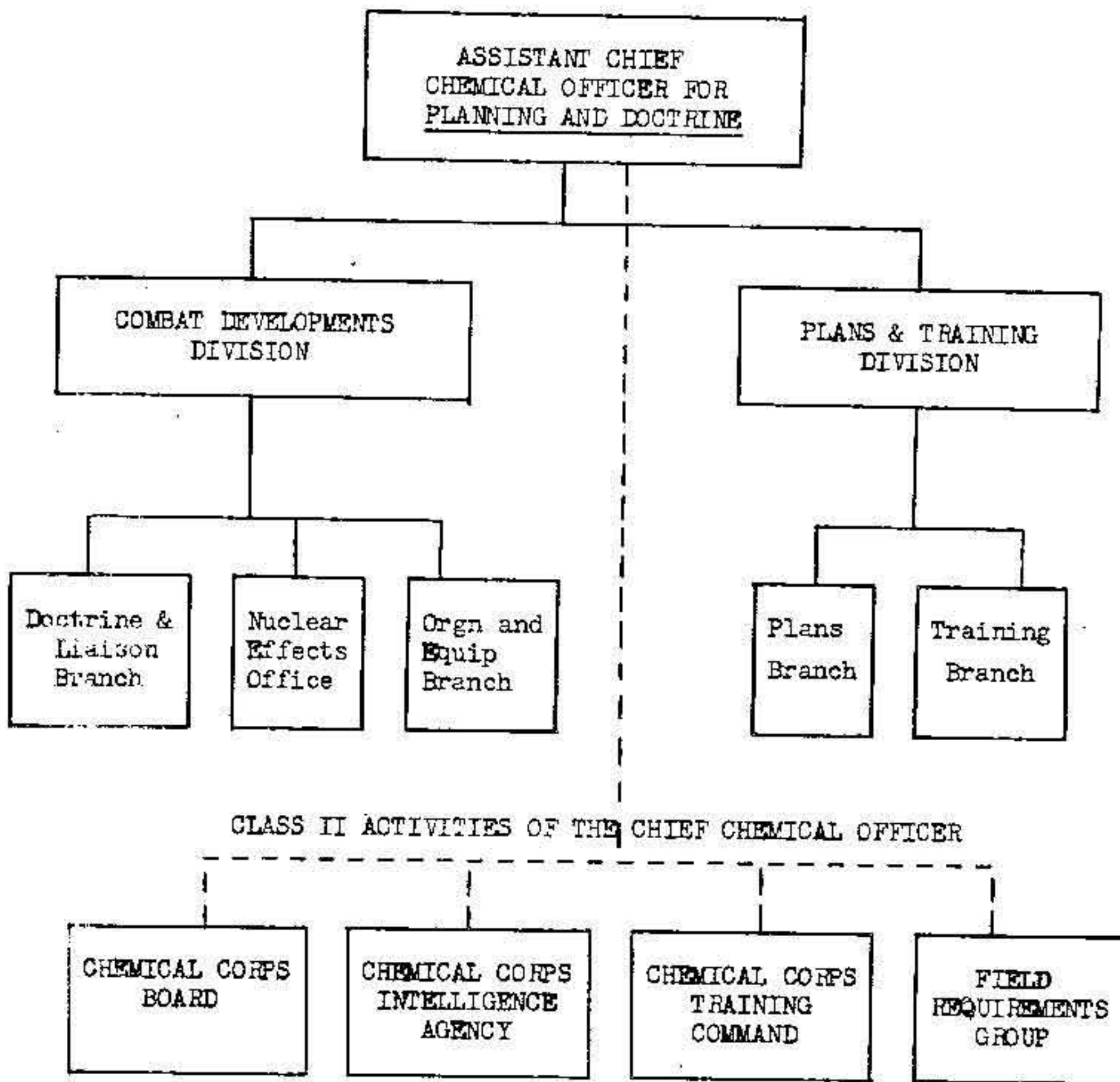
(1) Merrill interv, 23 Oct 56. (2) Interv, Hist Off with Mr John L. Traub, Directorate of Supply and Procurement. CmlC MATCOM, 24 Oct 56.

PAGE 71 OF 199 PAGES

COPY 17 OF 35 COPIES

Chart 4

OFFICE OF THE ASSISTANT CHIEF CHEMICAL OFFICER FOR PLANNING AND DOCTRINE



PLANNING AND DOCTRINE

Reorganization

Office of the Chief Chemical Officer

(U) On 18 December 1955 the Plans, Training and Intelligence Division, OCCmLO, was replaced by the Office of the Assistant Chief Chemical Officer for Planning and Doctrine (OACCmLO P&D).⁹⁷ This was in accord with the recommendations of the Ad Hoc Committee on the Chemical Corps Mission and Structure, as implemented by the Burns Committee. Under the direct supervision of this new assistant chief the important areas of planning and doctrine -- few are more vital in fulfilling the mission of the Chemical Corps -- would receive the direction and co-ordination which they warranted.⁹⁸

(U) Brig. Gen. William R. Currie was appointed as the first Assistant Chief Chemical Officer for Planning and Doctrine.⁹⁹ In this capacity he advised and assisted the Chief Chemical Officer in matters of military planning, doctrine, intelligence, training, and operations as well as combat developments and long range strategic studies.¹⁰⁰ The assistant chief also

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OCCmLO GO 21, 15 Dec 55.

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Chart 4 shows the OACCmLO P&D and the Class II activities under its control.

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General Currie served on an acting basis from 7 November 1955. (OCCmLO GO 17, 7 Nov 55).

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OCCmLO Organization Manual, 1 Jul 56.

PAGE 73 OF 199 PAGES

COPY 17 OF 35 COPIES

developed and managed five Chemical Corps programs: TOE Troop, Planning, Combat Developments, Training, and Scientific and Technical Intelligence.¹⁰¹

(U) To accomplish the missions which it had been given under the reorganization, the Planning and Doctrine office was divided into two divisions — Plans and Training, and Combat Developments. The former division, composed of a Plans Branch and a Training Branch, assumed duties and responsibilities similar to those charged to their antecedent branches in the old Plans, Training and Intelligence (PT&I) Division. These included mobilization and war planning, the preparation of troop bases, and the staff supervision of most of the training responsibilities of the Chemical Corps.¹⁰²

(U) The Combat Developments Division was made responsible for the areas of combat developments and liaison; CBR doctrine, organization, and equipment; and action on appropriate tables of allowance and tables of organization and equipment.¹⁰³ In addition, through its Nuclear Effects Advisor, it provided

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Ibid.

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The personnel of the Plans Branch comprised one of the four groups in the Planning and Doctrine office which were recommended by the Ad Hoc Committee. (For a further discussion of these four groups see above, pp. 5 - 6.) The three other groups recommended by the Ad Hoc Committee as organized by the Burns Committee were: long range planning, the Chemical Corps Board; current and mid-range planning, the Field Requirements Group; combat developments liaison, Combat Developments Division and the Chemical Corps Board.

103

A combat developments section had been established in the Plans Branch, PT&I Division, during FY 1955, (Summary of Major Events and Problems, FY 55, pp. 68 - 70). Although this reflected the establishment of a similar area in Headquarters, Continental Army Command (CONARC), it was created without formal directive on a 90-day trial basis. In July 1955 the technical services were directed by The Adjutant General to "designate an existing agency or activity to maintain contact with the CONARC Combat Developments Organization" (Ltr, TAG to Distribution, 20 Jul 55).

PAGE 74 OF 199 PAGES

COPY 17 OF 35 COPIES

staff guidance on atomic and radiological warfare. To accomplish these several missions two branches were created within the division, one dealing with organization and equipment matters, the other concerned with doctrine and liaison.

(U) The Ad Hoc Advisory Committee had suggested that Combat Developments liaison should be effected by "Corps officers of high rank...located in various Department of the Army agencies including Continental Army Command, the Air Force, the Navy, and other governmental departments." 104 The Burns Committee planned for an initial requirement of five officers in high-level liaison positions. It felt that these officers should be assigned to Headquarters, United States Air Force; Office, Chief of Naval Operations; Headquarters, United States Marine Corps; Federal Civil Defense Agency; and the Atomic Energy Commission. Although the activities of these liaison officers were to be directed by the chief of the Doctrine and Liaison Branch, they were to be assigned to the Chemical Corps Board for administrative purposes. 105

(U) Combat developments liaison was one area which had not been implemented by the end of the fiscal year. The most pressing problem of the Planning and Doctrine Office and the Class II agencies for which it was responsible was the shortage of qualified personnel, military and civilian.

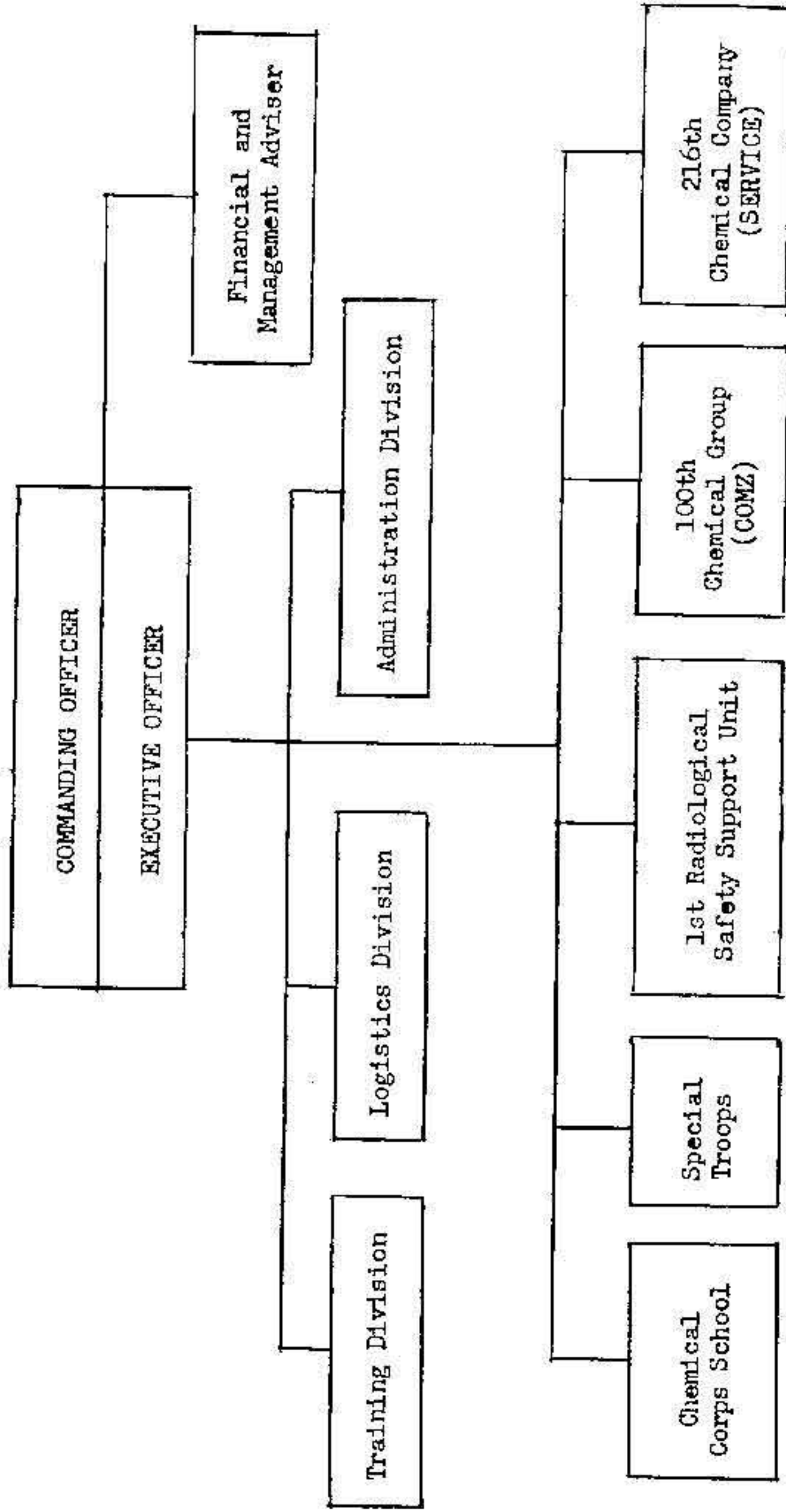
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Organization of the Army Chemical Corps, 15 June 1956, p. 11.

105

Ad Hoc Committee for Implementation of the Miller Report, Organization Plan, Organization and Operation of the Assistant Chief Chemical Officer for Planning and Doctrine, p. 9. Hereafter Burns Committee, Organization Plan, ACCmlO P&D.

Chart 5 - CHEMICAL CORPS TRAINING COMMAND



Not enough officers were available to fill the five liaison positions which were first envisioned. At the end of the fiscal year only one liaison spot had been filled. This officer was assigned to the Operations Research Office at Chevy Chase, Md.

Class II Activities

(U) To enable him to fulfill his mission, the Assistant Chief Chemical Officer for Planning and Doctrine was given staff supervision and technical control over four Class II activities. These were the Chemical Corps Training Command and the Field Requirements Group, both located at Fort McClellan, Ala., the Chemical Corps Board, Army Chemical Center, Md., and the Chemical Corps Intelligence Agency, Washington, D. C.

(U) The Chemical Corps Training Command¹⁰⁶ included the Chemical Corps School, the 100th Chemical Group, Special Troops, the 1st Radiological Safety Support Unit, and control over the 216th Chemical Service Company located at Rocky Mountain Arsenal. On 1 February 1956, the functions, records, equipment, and personnel of the Doctrine Division of the Chemical Corps Training Command were transferred to the newly formed Field Requirements Group (FRG) at Fort McClellan.¹⁰⁷

(U) Although the Burns Committee gave serious thought to combining the Field Requirements Group with the Chemical Corps Board at the Army Chemical

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See Chart 5.

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OCCm10 GO 4, 30 Jan 56. By OCCm10 GO 11, 19 Apr 56, the name was changed to Chemical Corps Field Requirements Group. Early in FY 1957 the name was further changed to Chemical Corps Field Requirements Agency.

PAGE 77 OF 199 PAGES

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Center, compelling reasons dictated that it remain at Fort McClellan as a separate activity. Foremost was the unique position of the Chemical Corps School in the field of doctrine. The Burns Committee felt that the School would always remain "a first line source of current and evolving doctrine." The move of the Field Requirements Group to the Army Chemical Center would deprive the School of its "doctrinal fountainhead" and would probably result in an attempt by the School to develop its own doctrinal capability. Any such element created at the School to fill the gap created by the removal of the FRG would not only represent a duplication of effort, but would result in a service inferior to that which had been formerly provided.¹⁰⁸

(U) The Continental Army Command's deep interest in doctrine provided another reason for keeping the Field Requirements Group at Fort McClellan; the CONARC commander might question the geographical divorce of the School and this doctrinal agency. Finally, there was a distinct division of responsibilities between the Chemical Corps Board and the FRG which advocated their separation. The former dealt primarily with long-range concepts while the latter restricted itself to the development of doctrine in the current and mid-range periods.¹⁰⁹

(U) Work of the Field Requirements Group was generally limited to CBR warfare studies projected from the present until approximately six years in the future. These studies included the determination of organization and

¹⁰⁸ Burns Committee, Organization Plan, ACCMIO P&D, pp. 13, 14.

¹⁰⁹ Ibid.

equipment requirements and the review and development of doctrine in relation to strategic and tactical concepts of operation. The organization also received the responsibility of maintaining liaison with the Chemical Corps School and with other service schools and agencies in carrying out these studies.¹¹⁰

(U) The Chemical Corps Board was charged with the preparation of long-range CBR warfare studies (those projected approximately seven years in the future and beyond). In its new primary mission, the Board directed its long-range studies toward the proper application of CBR warfare systems for future military operations and provided long-range guidance for Chemical Corps research and development. In addition to its long-range mission the Board also supplied guidance and recommendations, representing the user viewpoint, to assist the Corps' current Research and Development Program. The Chemical Corps Board, because of its proximity to the Chief's Office and research and development facilities, also received projects which were to be conducted on a "crash" basis. In support of all these missions, it maintained liaison with other activities of the Armed Forces.¹¹¹

(U) The Chemical Corps Intelligence Agency (CCIA) was the fourth Class II activity under the direction of the Assistant Chief Chemical Officer for Planning and Doctrine. This agency had been established in April 1955 in order to improve the intelligence production capability in the Chief's Office. Although a Class II field activity the CCIA was physically located in the same building

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CCR 10-22, 1 Feb 56.

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(1) CCR 10-11, 3 May 56. (2) Quart Hist Rpt, Chemical Corps Board,
Apr - Jun 56. PAGE 79 OF 199 PAGES

COPY 17 OF 35 COPIES