

85-27

James Rhyne Gillian. Papers

U.S. Army Operations Research Office, 1952-53

Box 20/10

BOX 20



IN REPLY REFER TO:

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DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C.

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191
M.A.
JUL 16 1952

Dr. James R. Killian, Jr.
President
Massachusetts Institute of Technology
Cambridge 39, Massachusetts

*reply
is
attached*

Dear Jim:

I should like to ask you to form an ad hoc committee to review the Army Operations Research Office. Members of this ad hoc committee may or may not be members of the Army Scientific Advisory Panel. I understand that you have discussed names of individuals with General Nichols. We shall be guided by your suggestion of appropriate men to serve on this committee. Primarily, I should like to have your opinion of the appropriateness of the missions assigned to ORO. Is the Operations Research Office effort as represented by present missions appropriate to serve the Army most effectively? Is the conception of missions for ORO too narrow and restricted or is it too large and too all-encompassing? Could we either re-define these missions and objectives for ORO or establish other types of missions and objectives? In this regard, the suggestion has been made that the Army develop its own military-civilian group to analyze the immediate problems of tactical operation and weapons and that ORO work on the longer range problems and, in particular, the broad problems of future warfare, supplying data on preferred instrumentalities and techniques for use by the Army in resolving its future requirements and strategic plans.

Assuming that you conclude that ORO will have a specific program, what is the best method and procedure for utilizing its findings? What is the best form of reports for the Army's use? Also, how can the reciprocal counseling between ORO and the Army be developed to exploit to the optimum the work of ORO?

Inherent in your assessment will be a consideration of the location of the Army Operations Research Office. In January 1952, at the time of the reorganization of Army Research and Development, ORO was shifted from G-4 to G-3. It was recognized that there were many valid reasons for having ORO report to the Deputy Chief of Staff for Plans and Research as well as other quite valid reasons for reporting directly to the Chief of Research and Development. It was decided, however, that a six months' trial period with ORO in G-3 would give a basis for a recommendation regarding location. Six months' experience is now available for your assessment.

In writing this letter I have attempted to outline the scope of your review in broad general terms. I am sure that you will have some specific ideas about the scope of your review and I assure you that those ideas are most welcome and appropriate and we can make changes accordingly.

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It is a great pleasure as well as a reassuring experience to write these letters to you from time to time asking for your help. Be assured that the Chief of Staff, the Chief of Research and Development and I all appreciate the time and energy you give to these vexing problems.

Sincerely yours,

Frank Pace, Jr.

Frank Pace, Jr.
Secretary of the Army

Copy furnished:

Dr. Ellis Johnson

Director, Operations Research Office

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General Nichols:

We are ready to go ahead
as soon as the committee
is appointed.

J.R.K.

July 28, 1952

The Honorable Frank Pace, Jr.
Secretary of the Army
Washington, D. C.

Dear Frank:

I have proceeded to talk with several individuals who seem qualified to serve on the ad hoc committee to review the Army Operations Research Office. I have talked with these people and they are available to serve:

Dr. William Shockley, Bell
Telephone Laboratories,
463 West St., New York 14, N.Y.

Professor Philip Morse, M.I.T.

President Frederick L. Hovde,
Purdue University, Lafayette,
Indiana

Dr. Warren Weaver, Rockefeller
Foundation, 49 West 49th St.,
New York 20, N. Y.

I suggest that President Hovde be Chairman. I am sure that this will be an effective group to undertake this assignment and that they will do so with interest and enthusiasm. I do not know what the current status of these people is, but I presume that all of them have been cleared at some time.

I suggest that a letter from your office formally inviting these gentlemen to serve will be desirable.

Yours sincerely,

J. R. Killian, Jr.
President

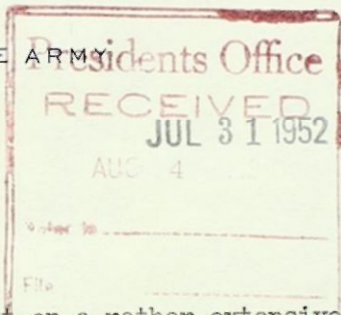
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Copy to Gen. K. D. Nichols



SECRETARY OF THE ARMY
WASHINGTON

Army Scien. Adv. Paul Pace



Dear Jim:

I am just about to depart on a rather extensive tour of Army installations in Europe but I didn't want to leave without at least commenting briefly on your good letter of 28 July.

I am most appreciative of the promptness with which you have acted on the matter of reviewing ORO and I don't believe you could have selected a finer group of men. I quickly agree with your suggestion of asking President Hovde to serve as Chairman.

Because of my rather prolonged absence, I am asking Earl Johnson, my Assistant Secretary in this field, personally to follow up your suggestion of sending letters to the individuals concerned and on the matter of clearance. I deeply regret that I will not be here to assist in every way possible the ad hoc committee as it gets under way but I shall be sure that Earl has the benefit of my personal views on this problem and know that he and General Nichols will give the committee the most able and careful assistance.

I am looking forward to a most interesting and worthwhile trip to Europe and I shall be anxious to get together with you when I return at the end of August.

Sincerely,

Frank Pace, Jr.
Secretary of the Army

Dr. James R. Killian, Jr.
President, Massachusetts Institute
of Technology
Cambridge 39, Massachusetts



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DEPARTMENT OF THE ARMY
OFFICE OF THE UNDER SECRETARY
WASHINGTON, D. C.

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July 15, 1953

Presidents Office
RECEIVED
JUL 17 1953
Refer to _____
By _____

Dr. J. R. Killian, Jr.
President
Massachusetts Institute of Technology
Cambridge 39, Massachusetts

Dear Doctor Killian:

I thought you might be interested in seeing a copy of the Staff's analysis of the Report on the Operations Research Office submitted by Doctor Hovde's group. I am also sending him a copy.

As you can see, many of the recommendations were immediately accepted by the Staff and I am sure mark a definite step forward in understanding the worth and usefulness of the Operations Research Office. I am equally sure that with the passage of time, a major percentage of the Committee's recommendations will be adopted. It is also significant that the Staff has experienced some difficulty in adopting certain of the recommendations in view of the new austerity approach to this type of activity under recently promulgated Department of Defense directives.

Looking further ahead, I believe it would be desirable to assess again the position of the program and the use of the ORO by the Army at some appropriate point in time.

Sincerely,

Earl D. Johnson
Under Secretary of the Army

1 Incl
Staff Analysis
of Report on ORO

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WHEN SEPARATED FROM
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STAFF ANALYSIS ON
REPORT OF THE AD HOC COMMITTEE TO REVIEW ARMY OPERATIONS RESEARCH OFFICE

GROUP - 4

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declassified after 12 years.

I. INTRODUCTION

No comment.

II. ORGANIZATION AND PERSONNEL OF ORO

1. Concur.
2. Concur.
3. Concur.
4. Concur.
5. Concur.

Director, ORO considers that ORO should not be permitted to grow beyond 150 trained operational research personnel, together with necessary administrative and technical personnel, since an organization larger than this becomes unwieldy and incapable of best operations. From the ceiling indicated, ORO provides field teams in EUCOM (5 permanent), FECOM (2 to 4 permanent), and OCAFF, Combat Development Group (15 to 20 permanent). Of the latter, permanent members are to be rotated from OCAFF to ORO after a period of from one to two years.

6. The Director, ORO considers that optimum results can be obtained by the utilization of approximately 60-70% ORO effort and 30-40% subcontractor effort. This consideration is deemed valid.

7. It is not considered that "forward financing" is a matter of issue in regard to the stability or continuity of the Operations Research Office. As discussed in the following paragraph, the contract is established for a sufficient period to assure continuity, so that the necessity for "forward financing" is purely an administrative matter. While it is true that authority exists for "forward financing" of university contracts, it is considered unnecessary from an administrative point of view to finance the ORO contract beyond October of the succeeding fiscal year. This provides for adequate assurance that there will be no payless pay days awaiting Congressional action on new appropriations, and, coupled with the long term nature of the contract, represents adequate assurance to the ORO that the contract is of a continuing nature. It is undesirable to finance this type of contract too far in advance because it makes for an unbalanced picture on unliquidated obligations, which tends to make the research and development budget vulnerable to reduction by Congressional and other reviewers.

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8. The Department of the Army's contract with The Johns Hopkins University for the Operations Research Office extends through 1 July 1954. The Johns Hopkins University, late in 1952, requested that the present contract be renegotiated from an overhead allowance type contract to a cost-plus-fixed-fee type contract. The Department of the Army and The Johns Hopkins University are presently renegotiating the contract for the period through 1 July 1954. The Department of the Army is authorized to enter into contracts such as that with The Johns Hopkins University for a period of five years. Such long term contract provides stability, unless budgetary restrictions imposed by the Bureau of the Budget or Congress are such as to cause the contracts to be terminated. Present Department of the Army plans are for continuing the Johns Hopkins University contract beyond 1954 in order to retain the capital investment made in the Operations Research Office, as well as to provide the Army with an operational research organization which is deemed essential.

9. Concur.

10. The staff is presently investigating the advantages to be attained in increasing the number of officers now assigned to ORO and the matter of their receiving credit on their record in much the same way as they would be for taking training in university courses.

11. Concur -- This policy is presently in effect.

12. Concur. This follows the basic concept which has Under Secretary of the Army approval for the Balanced Program consisting of 17 major projects.

13. The Director, ORO has been provided office space in the Office of the Deputy ACoS, G-3 for Research, Requirements and Special Weapons. Brigadier General E. Barber (ret), Dr. Johnson's special assistant, also has access to this office space. Concur in principle with the temporary assigning of desks in branches and staff divisions where the problems ORO personnel are concerned with arise. The system is being followed at the present time where required.

14. Concur. This suggestion is in effect.

III. SCOPE OF ORO

1. Opinion made that "In order to achieve the maximum utilization and effectiveness of operational research techniques within the Army, the scope of ORO should not be restricted. Ideally, ORO should be given, without reservation, the requisite authority and freedom to investigate and study any problem to which operational research techniques can be applied within the field of Army interest and jurisdiction, i.e., tactics, strategy, procedures, operations, combat use and efficiency of weapons and weapons systems, personnel, intelligence, business management, etc. Concomitant with such authority and freedom, there must also be given full access to all types and kinds of pertinent information existing in the Army organization," must be considered in terms of budgetary limitations and operational research requirements of the Department of the Army. It is considered desirable that a certain small effort of ORO activities be devoted to speculative operational research which, over a period to time, might well be of great value to the Department of the Army as well as stimulate operational research analysis in new areas. It is considered that the austerity budget precludes most of the speculative research since the requirement exists for ORO studies and reports in areas which have a reasonable chance of providing scientific basis for decision on action to improve military operations. The Director, ORO and his special assistant have been given full access to all types and kinds of pertinent information on Department of the Army activities. There are, however, certain clandestine and other sensitive operations currently being conducted in the intelligence field which, by their nature, must be restricted to the knowledge of a relatively few individuals in order to be successful. These operations could be seriously jeopardized if they were subjected to investigation and study by ORO personnel, or others who do not have a requirement for such information on a need-to-know basis.

2. It is considered appropriate that the Operations Research Office not be assigned any projects or special studies which require them to follow the "party line" nor should their reports be so restricted. It is considered appropriate that the ORO conduct their program so that the activities of the organization are mutually acceptable to the Department of the Army and to the Director, ORO.

3. Concur.

4. It is considered that the present attitude of the Secretary's staff and the Office of the Chief of Staff recognizes the point made in this subparagraph and does provide the necessary resistance indicated.

IV. LOCATION OF ORO IN ARMY ORGANIZATION

1. A) It is considered that the opinion of the committee which states that the organizational setting of ORO should be such as to assure that the Director, ORO has access to high level thinking about the general problems and plans of the Army, so that he, and through him his staff, can suggest facts, reasons, and analytical studies which might otherwise not be brought to bear on these general problems, is in effect.

B) Suggestion made here is considered to be in effect.

C) The close and frequent contact with Army officers indicated in this subparagraph is considered to be in effect. ORO personnel travel widely throughout the ZI as well as in overseas theaters when required. In addition, suggestions are submitted to ORO by the Project Advisory Groups for each specific project.

D) Concur.

E) Considered to be in effect.

2. No comment.

3. a. No comment.

b. No comment.

4. No comment.

5. It is considered that the Director, ORO is in a position similar to that of a chief of a division in the Office of the Assistant Chief of Staff, G-3 and the same policies apply to him as apply to an officer in such a position. The Department of the Army Advisory Committee for the Operations Research Office which functions under the chairmanship of the Deputy ACofS, G-3 for Research, Requirements and Special Weapons, consists of senior officer representatives of ACofS, G-1, ACofS, G-2, ACofS, G-4, OCA and Chief, Army Field Forces. The responsibility of this committee is to examine periodically the current and contemplated work program of ORO to determine that it meets the operational research requirements of the Department of the Army and to establish priorities for specific projects when appropriate. In addition, this committee assists in providing general policy guidance to the Operations Research Office. The Deputy Chief of Staff for Plans and Research Chief, Research and Development of the Office, Deputy Chief of Staff for Plans and Research, and the Assistant Chief of Staff, G-3 provide access to higher decision and planning levels in order that the relationship of ORO to G-1, G-2, and G-4 is symmetrical.

6. No comment.

7. It is considered that the recommendation made that ORO remain in G-3 is satisfactory.

V. ORO REPORTS AND RELATIONS WITH ARMY

1. The suggestions made in this paragraph are being followed at the present time and are considered adequate.

2. No comment -- see paragraph 3 below.

3. The Director of ORO does have ready access to the Secretary of the Army and the Chief of Staff. Present system is that the Director, ORO informs G-3 as to his meetings with the Secretary of the Army and the Chief of Staff. He does this by means of informing the Deputy ACofS, G-3 for RR&SW or ACofS, G-3.

4. Concur -- This suggestion is in effect.

5. The suggestion that specific ORO personnel be made to work with appropriate commands or field organizations, to report to them, and to work closely with the officers directly concerned with operations being studied, is presently in effect in FECOM, EUCOM and OCAFF.

6. See 5 above.

7. Concur -- this system is in effect.

8. Concur -- in effect.

9. Concur.

10. Recommendation is concurred with and is being followed.

11. ORO does work with WSEG on military problems which are of interest to both organizations. It is not considered desirable that ORO assign its scientists to WSEG for specific terms of service or to undertake specific problem assignments under WSEG's supervision, or both. Since such a system would be beyond the capabilities of ORO or might well preclude ORO's capabilities to perform desired Department of the Army operational research and scientific studies.

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