MEMORANDUM FOR MR. JUSTICE JACKSON.

SUBJECT: Disposition of London Evidence Collection and Analysis Branch.

1. On Friday, 7 September 1945, Lt. Colonel Wheeler, Major Hollis and Mrs. Brown left London for Nuremberg as an advance party to prepare for the move of the remainder of the London Evidence Collection and Analysis Section. The letter left for Nuremberg on Monday, 10 September. Both groups arrived without incident on the same day that they left. The evidence files and indices were brought along. The reference files will follow with the move to the remaining London staff.

2. Colonel Wheeler and Major Hollis immediately conferred with Colonel Storey, Mr. Albrecht and others in regard to the Documentation Division evidence file and to the preparation of staff evidence analysis. It was found that, because of the great volume of incoming documents and the inability to obtain adequate personnel, the indexing of documents was inadequate and has become impracticable with the limited personnel available. Accordingly, the index card system set up in London has had to be abandoned and replaced by sets of staff evidence analysis sheets, collected and bound together under each subject index heading, and also under the name of each major individual concerned. Duplicating documents in the London and Nuremberg files will be appropriately generalized or correlated.

3. The Nuremberg and London procedures with respect to the preparation of staff evidence analysis were substantially different. Documents received in Nuremberg from document centers and other sources in the original German are screened by a number of German-speaking attorneys, who select documents which appear to be of value to the case; and, in reference to valuable long documents, also select passages for translation. At the same time, they prepare staff evidence analyses from the original documents, or copies thereof, under the same subject index headings and the same form as have been in use in London. They then turn over to the Translations Branch the documents which they have selected for translation. The translations, when completed, are turned over with the analysis sheets to the Central Evidence Files and to the Project Officers. The latter examine them in the light of other material already assembled in their details dealing with their particular projects, correlate and assess documents, and use them in the preparation of their trial briefs or summaries of the available material on the various issues. Under this arrangement it is not necessary to have any further staff evidence analyses prepared from the translations. Furthermore, the screening and translating staffs at Nuremberg are
heavily loaded. The photostat equipment has not yet been placed in operation (orders have been issued calling for installation of complete facilities by Monday, 17 September). Accordingly, it was found not necessary or practicable to assign the London Evidence Collection and Analysis Section staff to the preparation of staff evidence analyses of Nuremberg documents.

4. The evidence files brought from London included a considerable number of documents received within a few days prior to the move, for which there had not been time to make staff evidence analyses. It was agreed that the preparation of analyses of these documents, together with the work of combining the document files of the London and Nuremberg offices, should have priority with respect to the success of Colonel Wheeler’s group. In order to save manpower at Nuremberg, Colonel Wheeler arranged by telephone with Commander Branch in London for the latter to assume the responsibility for preparation of staff evidence analyses on key documents being processed there., and also arranged, through Commander Branch, for Lieutenant Rothschild to assume responsibility for the preparation of staff evidence analyses of documents received from United States and government sources in London, other than the Navy and Adm. 

5. Lieutenant Barrett has been designated as the officer in charge of the Central Evidence Files in Nuremberg. Lieutenant Miller and Mr. Cathura will assist him. It is contemplated that the integration of the two sets of evidence files, the indexing of the Nuremberg files, and the setting up of combined procedure will require approximately one week from 9 September that an enlisted man will be secured to assist in the handling and recording of documents in and out; that Mr. Spencer will then be on hand from London and that Lieutenant Miller will then be available for another assignment.

6. Mr. Albracht, who has been in charge of the various evidence projects at Nuremberg, has been overloaded, not only with the supervision of these projects, but also with his other special duties as "trouble shooter". It was, accordingly, agreed that Major Wads will be assigned to assist Mr. Albracht and to share his office.

7. Colonel Story has been carrying an increasingly heavy load and needs assistance. It is imperative that, especially during periods of his absence or absorption on particular projects, he have a deputy who can become familiar with all of his duties. Accordingly, it has been arranged that Colonel Wheeler will act as Deputy for Colonel Story, and will share his office with him.
8. In conferences with representatives of the Interrogation Division, it was found that mutual benefit would accrue from more extensive use by that division of the materials available in the Documentation Division, particularly the indexes and the collections of analysis sheets under individual subject headings and major individuals, and, conversely, from use by the Documentation Division of interrogation reports, affidavits, summaries, and other material available in Documentation Division. Suitable arrangements to effect this objective are now under consideration by both divisions.

Lieutenant Ashcroft has been designated to read this material as is released and to prepare appropriate summaries for making it of maximal value to the Documentation Division. In particular it is anticipated that he will extract from this material admissions by the interrogated defendants and others which identify and authenticate documents, and also those which question or deny the identity or probative value of such documents, and that he will prepare appropriate notes or comment thereon, which will be placed in the appropriate evidence file. It is likely that other benefits will accrue from this arrangement. For example, this will be a channel through which relevant documents and background material can be supplied to interrogators for use on their interrogations so far as the policy determined upon may permit; leading lines in proof can be supplied; integration of documentary and other proof can be effected; and the over-all status of the evidence on a particular issue can be more readily determined and made available for presentation of total fronts and use at the trial.

9. It was found that there was urgent need for further personnel to evaluate and correlate proof on the various issues assigned to the four International Committees. Accordingly, it was agreed that the most effective use for the remaining members of the staff of the London Evidence Collection and Analysis Section would be, after completion of the analysis of the handling of the London documents, to supply further assistance on the various evidence projects. Accordingly, provisional assignments have been made as follows:

Miss File, in addition to her duties as State Department liaison, to work with Mr. Andrews on Crimes against the Peace (Committee 1), and Conspiracy to Start an Aggressive War (Subcommittee 1 of Committee 1); and Lt. Harris to work with Lt. Col. Woyt, on Subcommittee II of Committee 4, on the Criminallity of Organizations, particularly the S.O. and Gestapo, on which Lt. Harris has previously concentrated.
10. Parenthetically, it was agreed that Lt. Col. Street could for the time being carry out his mission as representative of Committees 2 and 3 by working with Colonel Hollers in the field assigned to that Committee. Because of the latter's indisposition, Colonel Street has gone to Niederzenn to inspect the J.A.O. Document Center there and to make further arrangements for channeling valuable material promptly to Nuremberg.

11. When the remainder of the London staff moves to Nuremberg, it will obviously be necessary to integrate the personnel of the Documentation Division who are working on "projects" with the American personnel of the four International Committees. The Project Officers have been examining, analyzing and correlating the documents collected on their respective fronts, outlining the proof necessary on those issues, evaluating the documents as to their sufficiency to prove those issues, and recommending additional lines on which further evidence will be required. As indicated above in paragraph 8, it is contemplated that the Project Officers, through the Projects Branch, will correlate the evidence in the files of the Documentation Division with the interrogations and other evidentiary material in the hands of the Interrogation Division. All these functions are, of course, similar to or identical with those of the London staff of the four Committees. Accordingly, the Project Officers and Committee staffs should be merged. To facilitate this merger, the projects at Nuremberg have been assigned in accordance with the lists of the London Committees as far as known.

12. The two attached charts, dated 13 September 1945, are designed to show (a) the organization of the Documentation Division, including the groups corresponding with the four Committees, and (b) the interrelation between the London staff, exclusive of the London Evidence Collection and Analysis Section and Mt. Col. Street, the Executive, and the Documentation and Interrogation Divisions, respectively.

13. In setting up these projects, difficulty has been experienced with respect to the definition of the functions of Committee 4 and its subcommittees as contrasted with those of Committees 1, 2, and 3. If it is expected that the major burden of proving the conspiracy in all its phases and the responsibility of the various organizations therefor will be upon Committees 1, 2, and 3, and that the responsibility of Committee 4 will be primarily one of summarization and presentation, the bulk of the personnel would naturally have to be assigned to Committees 1, 2 and 3. If on the other hand the function of Committees 1, 2 and 3 is to be primarily to assemble the evidence on what was done, and only incidentally the evidence on who did it; and if the function of Committee 4 is to assemble the evidence as to the occurrence or conspiracy to do the acts, and responsibility of the various organizations for those acts, then naturally the bulk of personnel should be assigned to work on Committee 4 files. The division of responsibility between the American Committees may be controlled by different considerations from those governing the
division between the four Powers. It may be more efficient to assign to the
International Committees 1, 2 and 3 not only the preparation of the case with
respect to the acts which took place, but also the evidence as to what
individuals and what organizations were responsible for those acts. Such
a division would, of course, tend to channel into the British, Russian
and French groups a larger proportion of the case, both in preparation and
in ultimate presentation to the Court. Pending decision on these questions
of policy, the assignments of Project Officers at Nuremberg have been made
on the basis that primary responsibility for the development of the case
on the conspiracy to obtain domination of Germany and ultimately of the
world, to start aggressive war, and to commit atrocities, is assigned
to Committee 4.

14. Generally, in making the foregoing dispositions, the policy
has been followed of integration and concentration of the various functions
with corresponding centralization of control and supervision, rather than
the creation of separate independent groups. The assignment of staffs
to the various committees is designed to lend itself to ready assimilation
with the corresponding Committee staffs.

15. In line with these assignments, it is believed that some coordination
and channeling of the product of the efforts of the various Project Officers,
up to the American Committee representatives, is preferable to having the
Project Officers work directly under the appropriate American Committee
representatives. The set-up of the Projects Branch is designed to effect
this result. It is suggested that this coordination and channeling of
the Project Officers be affected in the first instance through some such
individual or group below the Committee level rather than superimposing
an additional group above the Committee or leaving all such coordination
to the Committee representatives themselves. The personnel shown in the
attached charts are those presently assigned in Nuremberg on the arrival
of the remaining London staff, appropriate personnel from both staffs
will, of course, have to be selected.

LEONARD WERDLIN, JR.
Lt. Colonel, Sig. Corps.