

J 1.322

67/14  
C



*Miss Brereton, Mails and Files*

*File*

October 15, 1942

MINUTES

The committee on Central Files met on Thursday, October 15, outside the Administration Building, at 10:30 AM for their first meeting. Mr. Kennedy, chairman of the committee, presided and the following were present:

Miss Brereton  
Miss Mahn  
Mr. Empie  
Mr. Tats Kushida  
Dr. Pressman  
Miss Nell Findley  
Dr. Spicer  
Mr. Crawford  
Mr. Evans  
Mr. H. Smith

The agenda for the meeting was as follows:

1. Location of the files )Suggested by
2. Selection of a supervisor of files )Mr. Kennedy
3. Relationship between the Mails and Files and the Central Files--suggested by Mr. Empie.
4. The form of the file: individual or family or both--suggested by Miss Findley.
5. Numerical or alphabetical files--suggested by Miss Mahn.
6. Determination of the access to the files--suggested by Mr. Evans.
7. A general discussion, including name for the files.

Item I

In opening the discussion of the location of the files, the chairman suggested that it be in Camp #1, since the offices of the department heads were located there, and there was more likelihood of information from Central Files being requested in Camp #1. This presupposes adequate and available telephone communication and an efficient, working messenger service between the camps. A show of hands indicated that all unanimously agreed to have the location of the Central Files in Camp #1.

In connection with this discussion, the chairman brought up the subject of the type of building most suited for the files, its location in camp, its size, and where the files should be temporarily housed. All agreed that a fireproof building, probably of adobe, was the best type of construction and the minimum size would be 600 square feet or a room 20 by 30 feet and



the ideal size 1000 square feet or a room 20 by 50 feet. The location of the building was to be in the general area of the Administration Buildings in Camp 1 and it was agreed that the files would be temporarily housed in the Mails and Files until their own building was ready. It was suggested that a letter be sent to Mr. Rupke requesting the construction of a separate building for the files.

#### Item II

The next topic of discussion was the selection of the supervisor of the files, who is to be an evacuee resident of Poston. The chairman suggested that there be drawn up job specifications of the duties, requirements and other qualifications for the position and that, in accordance with the regular system of filling evacuee jobs, this be filed with the Employment Offices, and applications be received from all who are qualified and interested. In this way, the chairman pointed out, prospective assistants to the supervisor may also be uncovered. Miss Mahn, Miss Brereton, and Mr. Smith were appointed as the committee to draw up the job specifications. In the meantime, it was agreed that Mr. Kushida, the Director of the Census, and his staff should carry on their work until the appointment of a permanent supervisor of the files.

#### Item III

In talking over the relationship of the Central Files to the Mails and Files, it was agreed that there should be a close relationship between the two.

#### Item IV

The matter of individual or family folders was then discussed. It was agreed that there be both family folders of each family group and individual folders following.

#### Item V

In going over the subject of numerical or alphabetical files, Mr. Smith suggested that each person on the Project, irrespective of age or sex, be given a permanent number and that this be used for payroll and all other purposes. The number would be given in the sequence of the arrival of the evacuees and would tend to come in family groups. Mr. Smith stated that this provision for numbering the residents was being made in his department. His suggestion was taken up and it was agreed that there be a main file alphabetically arranged under the Dewey decimal system and a small 3" x 5" cross file in numerical sequence.



Item VI

Under the topic of the access to the files, it was decided that only properly authorized persons be given access to them, and that there be employed trained clerks to handle the files. Miss Brereton pointed out that it was not a good idea to have the whole or a portion of the files removed from the building and that if this were done, a system of charge-out slips be used.

Item VII

In discussing a name for the files, the chairman stated that the names "Central Files" and "Master Files" had been suggested. Other names to come from the floor were "Individual Files", "Office of Records", and "Individual Information File". Miss Brereton pointed out that the name "Master File" would indicate that all matters pertaining to an individual would be filed under that name, whereas "Central Files" includes the master file and all other files. After a little discussion, it was decided to change the name of the files to Master Files in accordance with the practice at the Regional Office of the WRA in San Francisco.

In a general discussion, it was agreed that there would probably be work files in Camps 2 and 3, copies of which were to be in the Master File. Dr. Pressman brought up the question of whether departments must turn over information that was of a highly individual nature such as the hospital chart. It was generally agreed that the inclusion of matter of an extremely confidential nature would be discussed at a future meeting. The question of the number of hours the files would be open was left to another meeting. It was also decided that no definite time for a second meeting be set. As the last item of business to be transacted, an executive committee, composed of Miss Brereton, Miss Findley, and Mr. Smith and Mr. Kennedy, was appointed to meet in the interim, this executive committee to have full power to decide on all matters including that of calling general committee meetings.

The meeting adjourned shortly before noon.



A general meeting of Poston I, II, III representatives of the Departments of Employment, Industry, and Council was called by Mr. H. A. Mathiesen, Chief of Agriculture & Industry of Poston, to meet with Mr. E. L. Stancliffe, Chief of Industrial Relations, WRA, San Francisco, representing garnishing project.

Mr. Mathiesen stated: "This is the first meeting, I think, in Poston to discuss the net factory. We have had lots of rumors on how the net factory was to open and operate. Today we are ready to discuss plans relating to the basis on which the net factory can actually operate. We have men from San Francisco that will tell you of the plans."

Mr. Mathiesen introduced Mr. E.L. Stancliffe, WRA San Francisco, Chief of the Directors' Division, and Mr. Rothman. He apologized for calling the meeting on such short notice, but Mr. Stancliffe had just arrived around 11:30 or 12:00 p.m.

Meeting was turned over to Mr. Stancliffe. He stated that after negotiations, they were able to get U.S. Engineers to place the operations in the hands of private contractors and the contract would be such that the pay will be equivalent to at least prevailing wages for similar kind of work outside. Experience in Manzanar and Santa Anita determined that an average day's work is about 1,000 square feet for an 8-hour day. Garnishing would be 48 cents per 100 square feet of ~~garnishing~~. He added that 1,500 square feet is possible if one works hard. He felt that piece work would be good as an incentive. Two of the three plans for distribution of wages would involve the trust fund. Mr. Myer agreed that industries that have been committed trust fund may be established. It was his understanding that it was out on all additional industries.

Plan #1: After subsistence has been taken from wages that all the money is paid to the man who earns it. No clothing allowance.

Plan #2: The worker receives the prevailing wages of W.R.A. plus his clothing allowance for himself and his dependents. Subsistence to be paid to W.R.A. and the balance to go to the trust fund to go to all inhabitants of Poston.

Plan #3: Combination of #1 and #2. Same as #2 except that bonuses would be paid for doing certain quota of work. Illustration: Subsistence to be paid to WRA. Worker to be paid \$16.00. Clothing allowance for worker and his dependents. If the worker averages 1,000 square feet each 8 hour, he will receive, in addition to that 1,000, one-tenth cent per square foot thereafter.)

*\$10<sup>00</sup> per month bonus*

*reached the goal.*

*He will receive \$10<sup>00</sup> a month bonus!  
Each foot thereafter he will receive  
1/10 of one cent.*



Dec. 3, 1942

Question: How is subsistence determined?

Answer: Flat deduction of \$25 per worker, or \$6 per week.

Question: Has the wages been set?

Answer: The U.S. Engineers have not come to an agreement for wages.

Mr. Stancliffe stated, "I believe that half of the workers would do 3,000 square feet." I think it is very desirable that the plan that you choose will not cause an upset here. Mr. Stahl was considering a contract. Very strong company and fine reputation. Deals fairly with people and you will be paid in two weeks. He will pay twice a month and promptly.

Question: Who is considered <sup>as</sup> "dependent."

Answer: "Dependents" are those appearing on the family card as dependents of the worker.

Question: Who are the other workers beside the weavers?

Answer: If 960 are to be employed, 800 would be weavers. Balance are non-weaver or non-productive. All non-weavers doing regular work will be paid an average of what the weavers get. Benefit of average bonuses paid to other people. Superintendents would be paid ten percent more than regular workers.

Question: Would managing and executive positions be open to evacuees?

Answer: The superintendent's positions would be taken care of by one of Mr. Stahl's men, but there may be an evacuee working under him. There are lot of questions that I can't answer because the W.R.A. will have no supervision of the work. The only thing they have undertaken to do will be referring employment.

Question: If management is to be done by Industry group and employment is to be taken care of by the Employment Department, is there a division of power or how is that to be? What do they expect Industry to do?

Answer:

Answer: Employment would be taken care of by the Employment Bureau. Contractor may accept them or not. From then on it is simply the relationship between worker and employer.

Question: Is there any penalty for not producing 1,000?

Answer: No, you get paid for just what you do.

Question: Is there any insurance provided?

Answer: Workers' Compensation Insurance.

Question: What is the percentage of females and males to be?

Answer: There will be decidedly more girls--about 70 or 80 %.



Dec. 3, 1942

Question: What is the provision on age limit?

Answer: 16 would be the minimum age.

Question: Would part-time students be employed?

Answer: It is desirable that the factory be for full-time workers.

Question: How long is the contract to last?

Answer: From six months to a year. The reason is very obvious. It has been set on a flexible basis. If at the end of six months or a year, the workers like it and the contractor wants to continue, it may be renewed.

Question: Is there a possible chance of flat rate instead of piece work?

Answer: No, because the contract is based on so much per square foot. 48 cents per square foot comes from average work that one can do in eight hours.

Question: What is outside prevailing wages?

Answer: No work has been done outside.

Question: Is there any way of preventing the contractor to make too great a profit?

Answer: Contractor gets U.S. Engineers' renegotiation clause that if they feel the contractor is getting more than he should be getting, they can take it away from them. This applies to all major contracts.

Question: Are there any provisions for fair/labor practice between for collective bargaining?

Answer: Labor Act would apply, also all federal and state laws.

Question: Has there been a study made pertaining to allergy toward the flying lint?

Answer: There has been found a way of eliminating practically all the lint by dipping the burlap in water thus sealing it at the edges.

Question: Will there be more than one shift?

Answer: 960 employees will be working in one shift. Depends upon the facility. All packing will be done in #1

Question: Regarding improvements in facility, will there be machinery set up?

Answer: No machinery will be set up at all.



Dec. 3, 1942

Question: Will the general superintendent be an evacuee?

Answer: The general superintendent will <sup>be</sup> a representative of the contractor. His pay will be 10 percent in excess of the garnishers.

Question: What is the minimum working hours.

Answer: Forty-four.

Question: How soon are you expecting to begin?

Answer: Depends upon two things--#1, Decision of Poston to determine as to what plan will be used, and #2, Engineers' completing the work of the project. There is some installing of Sewage and plumbing. I would say ten days or less.

Question: Will evacuee labor be protected?

Answer: No chance of it being lowered, unless the engineers renegotiate for reduction.

At this time Mr. Stuhl, president of the Southern California Glass Company, arrived and was duly introduced.

Question: What will the basis for pay be for a forman or superintendent?

Answer: Ten percent more than the garnishers.

Question: Is this a general understanding or what--from the project?

Answer: The contract was made by the U.S. Engineers and Mr. Stuhl. W.R.A. has interpreted pertaining to the labor problems, specifically to the Social Security and Unemployment Insurance.

Question: What provision is being made for Workman's Compensation and Disability and Liability?

Answer: Workman's Compensation is carried. Public Liability will be determined by the contractor.

Question: Is there an agreement to comply with all regulations.

Answer: Individual bargaining is not allowed. Contractor is operating under federal and state laws. He is not operating under jurisdiction of W.R.A. except in instances where he expects his employees to comply with the regulation of the Center.

Question: How would the problem of trust fund be taken care of?

Answer: Each man working will sign agreeing to abide by the contract.

Mr. Stancliffe asked that a decision be reached as soon as possible and forwarded to Mr. Mathiesen so that Mr. Stuhl can recruit his labor. *Re. 2257 - 8.4 x P 8.5.*

Mr. Mathiesen: "I hope that you folks will go to the



Dec. 3, 1942

respective camps and discuss this program. Arrive at your own conclusions. What time do you want to meet again for a final decision? Without committing yourselves, would some of you give your opinion of how this program would appeal to your people?

Camp #3 felt that if there is a fair return on it the people would be willing to work.

Camp #2, Mr. Ono of the Fair Practice Board: "We had a closed meeting about this and seems as though if it is a fair agreement, the people are willing to take over it. I cannot give a definite answer, but though those people if we can draw out the right figures, then I think #2 is about to go."

Mr. Stancliffe felt that some assurance be given Mr. Stahl regarding our favoring or refusing the project, because the engineers have to spend \$30,00 or \$40,000 before they can begin to operate. Some decision should be made so the engineers would be justified to finish their job or else ship the nets some where else.

It was agreed upon that the representatives go back to each respective camp to discuss and to arrive at a decision before the tenth of December.

Meeting adjourned at 5:00 p.m.

Accounting department would be set up in Unit #I for all three camps. It is out of the question to consider setting up three accounting units.



*Mr. Head*

*Poston* 1732

Minutes of the first meeting of the Appointed Personnel living at the M.P. Barracks in Unit II, March 18, 1943, in Appointed Personnel Mess Hall at 7:30 P.M.

Presiding officer, pro temp -- Mr. Fister  
Secretary pro temp -- Mrs. de Silva

Mr. Fister called the meeting to order and stated our purposes in gathering:

1. To submit in writing various requests and complaints made to various authorities in the past which to date have not received the consideration we feel due them
2. To review and reduce to writing the discussions and developments of the last few days concerning action on our problems, with particular reference to present and future needs
3. To secure a resident construction foreman
4. To secure from Mr. Head the designation of an administrative officer in our area with whom we may register our complaints
5. To give a vote of confidence to those actually working in our area
6. To lay plans to establish ourselves as an organized group

Mr. Miller, at the Chairman's request, reviewed the points made yesterday at a meeting with Miss Findley. Miss Findley at that time stated she would have the points documented and copies sent to authorities in a position to act upon them. For the sake of the record those points are appended to these minutes.

Mr. MacLaren made a motion that we form a committee to draft a simple constitution and by-laws for our organization and that the committee report at our next meeting. The motion was seconded, and carried unanimously.

Mr. Miller reviewed the events at a meeting this afternoon at which Mr. Rupke, Mr. Roy Anderson, Mr. Selvin and Miss Findley from Unit I represented the Administration. Results of this meeting: Immediate action promised on garbage disposal, landscaping and our plumbing problem.

Mr. Puterbaugh made the following explanatory statements regarding his department:

1. There is only one plumber and two assistants, and the work is therefore slow. An effort is being made to get three more plumbers.







2. Also, the work is slow where people are already living because work in occupied and unoccupied barracks must proceed simultaneously, in order that the plumber may cut into the main sewer line for all barracks at the same time.

3. The working procedures are difficult because of an acute shortage in skilled labor and materials. This necessitates jumping his men around to whatever job they have materials for and are capable of doing.

4. There is a definite psychological problem in handling the Japanese labor.

Mr. Fister stated for the group the confidence placed in the sincerity of Mr. Puterbaugh's efforts on construction. He also reviewed the promises made by the Administration over the past five months to the residents concerning the provision of habitable quarters, sanitary toilet and bathing facilities and proper landscaping of the area. These promises have not materialized. This statement received the general acquiescence of the group.

Mr. Crawford rose to make the following statements:

1. He has been asked by Mr. Gelvin to take care of the matter of garbage disposal.

2. He commented on the psychological difficulties in dealing with Japanese labor, and related some incidents which have caused disgruntlement among the labor crews.

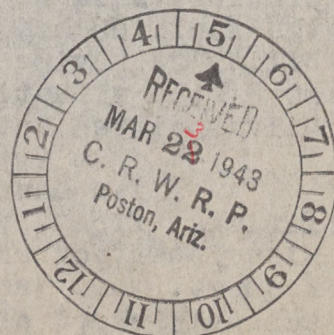
3. The new arrangement for garbage disposal is that the Japanese crew will pick up the refuse on the days the Caucasian pig farmer from Parker fails to arrive.

Mr. Fister wanted an explanation of why people in one of the barracks were instructed to move into other unfinished barracks on Sunday, and then seemingly criticized Monday for having done so, by the man who gave the order. Mr. Crawford, Mrs. Vaniman and Mrs. Fister said Mr. Roy Anderson ordered the move in their hearing Saturday. At the meeting this afternoon Mr. Anderson asked why said families had moved. Mr. Crawford reported that Mr. Anderson had ordered the move so the carpentry and painting could be done in the occupied barracks, but stated the plumbing could not be connected until all barracks were plumbed. Mr. Crawford said he believed Mr. Anderson was not questioning that the families had moved on order, but was questioning the advisability of having moved. Since the residents had made no request to move, the situation is somewhat confused in their minds, Mrs. de Silva pointed out.

Miss Manning asked if her end of the building could be finished first, because of inconveniences entailed for her and Miss Robertson under present conditions. Mr. Vaniman upheld her request. Mr. Puterbaugh said the men had to work according to a schedule based on labor and materials available.



1735





-3-

Mr. Miller ~~XXXX~~ reviewed the promises made to the first families in this area, who had moved here from Unit I at the request of the Housing Department. These promises were continually repeated and never realized. Mr. Miller remarked that all those families resented the fact that other barracks designated for other families were being worked on while these "first settlers" had waited for five months.

Mr. Fister asked if all needed materials were on hand to ~~AM~~ complete the plumbing. Mr. Puterbagh replied in the affirmative.

Mrs. Snelson inquired about interior doors.

Mr. Hugh Anderson asked if we would have coolers. Mr. Puterbagh replied there were ~~some~~ in Unit I; he did not know how many we would get. Mr. Crawford said coolers were ordered for all apartments. Mr. Fister asked if they would install the coolers when they finished the plumbing. Mr. Puterbagh said he did not know whether he could get the labor for that or not. He explained we are dependent on Maintenance for such labor and get it only when they can spare it. Possibly the plumbets would put in the piping for those coolers already installed.

Mr. Puterbagh said the paint crew had not quit but had left because of lack of materials, and would return when materials were on hand. Mr. Crawford said the foreman was disgruntled, however, as a result of today's events.

Mr. Anderson asked about refrigerators for housekeeping apartments. Mrs. Vaniman said they would be requisitioned when the kitchens were finished.

Miss Manning asked about getting her cooler installed, and Mr. Crawford said Mr. Puterbagh was the proper authority to see.

The vital importance of the garbage disposal and latrine sanitation was stated by Mrs. de Silva. One child is reported with a vaginal infection which is attributed to lack of sanitation in the toilets.

Mr. Fister asked Mr. Crawford if he was the administrative authority for the M.P. barracks. Mr. Crawford replied that Miss Findley had been handling the housing, Mr. Popkins the construction and no person had ever been given general jurisdiction over the area. Mr. Crawford said he had ~~met~~ "out on a limb" the entire time. Mr. Fister asked if it would not be proper to ask Mr. Head for some definite person to have general administration of this area, as we feel the need of a resident administrator would help us get improvements, etc., comparable to those enjoyed by the Appointed Personnel at Unit I. There was general agreement.

OFFICIAL FILE







The group then agreed on a vote of confidence to the workmen in construction, and particularly to Mr. Puterbaugh. Satisfaction was evidenced that Mr. Gelvin today appointed Mr. Puterbaugh as supervisor of construction work here, directly responsible to Mr. Popkins.

Mrs. Vaniman stated the need of a pick-up or panel delivery truck for obtaining supplies, furnishings, linens, etc. Her only means of transportation is her private car, the tires of which are becoming worn. There was general agreement that some means of transportation is needed.

Mr. Miller stated he thought one of our immediate problems should be formation of an organization in order to make recommendations and requests official. Mr. MacLaren agreed, recommending the formation of committees for housing, grounds, sanitation and other major problems.

There was further discussion of our need for a resident administrator, with general feeling that Mr. Crawford should be the person designated.

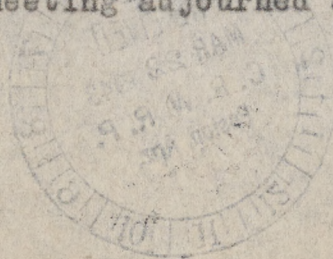
Mr. MacLaren suggested that after our organization we have a representative to sit in the Unit II Block Managers' Meetings. Mr. Crawford felt this might result in confusion because of the contrasts existing between the needs and situations of the two groups. He felt, however, that after we have our playground, we might invite play groups to join us.

Mr. Crawford said the landscaping department had all needed materials to begin but there was as yet no irrigation system and the grading has not been done to make irrigation possible. Mr. Rupke said today, however, that the crew would be here some time this week. Mr. Crawford added that we should suggest for the planting, and there would be a crew to help in the upkeep of the premises. Mrs. Vaniman said she had requisitioned for an additional janitor-yardman, which<sup>will</sup> make it possible to have cleaner grounds.

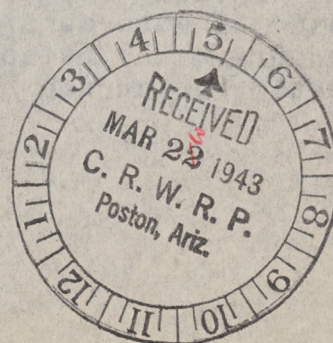
Mr. Miller moved we set a date for our next meeting and adjourn. Mrs. Fister said we should remember to have immediate action on the matter of garbage disposal and the ~~XXXXX~~ repair and cleaning of the latrines. Mr. Miller amended his motion to read: I move we appoint Monday next as our date of meeting, and adjourn. The motion was seconded and carried unanimously. The meeting adjourned at 9:30 P.M.

Respectfully submitted,

*Gertrude de Silva*  
Secretary, pro temp









PARTIAL SUMMARY OF NEEDS

URGENT: Garbage disposal -- as per arrangements by Mr. Crawford  
 Repair of toilets in latrine  
 Cleaning service for latrines  
 Installation of oil tank for kitchen stove in Mess Hall

PRESSING: Washing machine  
 Completion of laundry facilities - water pipes to  
                   laundry tubs  
 Completion of living quarters -- plumbing  
   painting  
   interior & exterior  
   doors  
   repair of broken wine  
   dow panes  
 Playground area for the 18 children now living here  
 Clotheslines  
 Upkeep of premises - trash removal, etc.  
 Coolers for Mess Hall - and barracks  
 Regular delivery of fuel oil for hot water heater  
                   in shower and laundry

OTHER NEEDS: AS listed in attached memo to Miss Findley  
 Also: Exterior lighting at latrines  
           Shades at latrine windows - not boarded up  
           Installation of pipes from water lines for  
                   privately owned coolers

\*\*\*

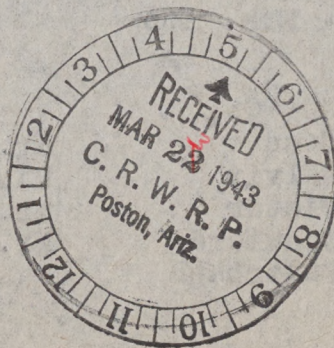
THOSE PRESENT AT MEETING:

Mr. & Mrs. Vaniman	Mr. Crawford
Mr. & Mrs. Hugh Anderson	Miss Manning
Mr. & Mrs. Maxey	Mrs. Snelson
Mr. MacLaren	Mr. & Mrs. Dugan
Mrs. Scott	Mr. & Mrs. Miller
Miss Blakeley	Mr. Puterbaugh
Miss Hunt	Mrs. Kerber
Mr. Roehr	Mrs. Hall
Mr. Ellis	Mr. & Mrs. Fister
Mr. & Mrs. Bob	Mr. & Mrs. de Silva

COPIES TO:

Mr. Head	Mr. Empie
Mr. Gelvin	Miss Findley
Mr. Fister	Mr. Mathiesen
Mr. Crawford	Mr. Rupke
Mr. Puterbaugh	







LIST OF NEEDS DISCUSSED WITH  
MISS FINDLEY, MARCH 14, 1943

1. Washing Machine
2. Clothes Line
3. Plumbing
4. Painting
5. Barracks, Old Tenants first
6. Playground space
7. Garbage Disposal
8. Landscaping
9. Doors, inside and outside
10. Lights in barracks and fuses
11. Repair toilets and latrines
12. Hot water heaters
13. Coolers, barracks and mess halls
14. Piping for privately owned coolers
15. Regular delivery fuel oil
16. Bachelor <sup>quarters</sup> ~~quarters~~ in family quarters move to Block 201
17. Front door screens
18. Repair main sewer line
19. Check window panes
20. Refrigerator (Dugans)
21. Davenport (Shelton)
22. Plates to cover light switches
23. Yard cleaning





SCYI





October 20, 1942

MEETING: Held October 13, 1942, attended by about 35 Staff Members of the Regional Office, called by Dillon Myer, held at Hotel Whitcomb.

Mr. Myer mentioned that he had been at all of the projects except the two Arkansas ones.

Mr. Rowalt stated that the staff should relax because they were not going to be addressed by an acting project director.

Mr. Myers mentioned that two or three times a week, and sometimes every day, staff meetings should be held at the projects, and at the Regional Office and Washington Office, staff meetings should be held about one a week.

After the last meeting in San Francisco in which many policies were discussed, he returned to Washington. One of his major discussions was in connection with permanent relocation outside of the Centers, during the war period and he had spent about 50% of his time and a lot of Mr. Glick's and Mr. Provinse's time, on this subject.

The new policy regulations were published in the Federal Register about September 29th. It involved a key policy concerning relocation of issei, kibel and nissei. It provides for three types of Leave:

1. Temporary furloughs.- Such as visiting sick, attending funerals; running into 30 days - able to extend to 60 days.
2. Temporary Work Leaves.
3. Indefinite leaves for all types, such as college, employment, etc.

Four conditions must be met:

1. Definite place to go and assurance of job - There might be a tie-in of family or assurances that they might be forced to settle.
2. Community feeling must be found to be all right - no danger of a flare up against the Japanese.
3. The F.B.I. record must be checked.



4. The War Relocation Authority must be kept informed regularly as the aliens must now do under the law because it might be necessary to get in contact with them again.

Some parts of the regulations might need rewording. A few suggestions had been received, for example, the Internal Security Officer of one of the projects said that a more permanent record than a sheet should be given to a relocated evacuee; cards may be necessary - even fingerprinting, according to Mr. Vernon Smith, in order to avoid the misuse of cards.

Mr. Myer mentioned that he had talked with the Community Councils of five projects. He and Mr. Glick had discussed the policy involved in the regulations with the Department of Justice, including the Attorney General; the Chief of the F.B.I. had also been consulted.

A letter had been written to the Attorney General and a reply received approving the policies. He stated he also talked with the officials of the Man Power Commission, as well as with the Assistant Secretary of War McCloy.

While I realize it conflicts with the well ordered regulations in the Centers and complicates the difficulty of policing and fire protection, the basic policy as agreed to was that all the Japanese with the exception of those desiring repatriation, should, if possible, be brought into the stream of things for absorption at the most effective point in order to avoid a major racial reservation problem at the end of the war.

Mr. Myer further said: "I shall not be critical of the manager of a project who must keep changing his plans because of the loss of labor and I know that you must train twice as many fire protection, police, etc. You will have a cook problem and a medical problem, etc."

"However, with few exceptions, the officials of the W.R.A. and the business men, agree that the general policy is a good one - if carried out well. I think if one-fourth of the total population were relocated by the end of the war and doing reasonably well in a thousand communities outside of the critical area, a good job will have been accomplished." All won't go and there are many handicaps. We do not know how much will want to face the music and the slurs, especially if things get tense, but I have been proud of the spirit and understanding of the Project Staff. For example - Tule Lake - new covered garage, ten good mechanics keeping trucks going 18 hours."

"We can discuss policy statements at the councils and can set up



commissions for charters and government. This, and other policies we did not have at the beginning in Tule Lake Gila, Poston and Manzanar."

"The new projects won't have the difficulties that these projects had although they have problems of supplies, such as stoves for Heart Mountain."

"Generally speaking, the job is being done and I am finding two or three staff members emerging as acting project directors. All will have their mettle tested to see how they will stand up."

"Manzanar seems quiet now and very orderly generally. Grass was growing as if it had existed for five years and added stability. The rest of the staff was getting oriented and the residents were beginning to understand some of the problems."

"Several thousand people went out and helped put pressure off of those who remained. I sat in with the Commission, composed of Isseis and Niseis, which worked on the charter and saw it adopted."

Referring to the beautiful fountains along mess halls - built from cement which was given - wondering whether justified when he was told that they were water-holes; better than barrels because they cannot be thrown but were both fire prevention insurance and pretty.

"Tule Lake was not as disorderly as I expected from the stories, and I believe it is over the hump and believe that the O.W.I. meeting was helpful although not intended to be. I judge that the people had more of a sense of responsibility and were settling down and some of the older generation were taking things in hand. I found that breakfast was not served until 8:30."

"Shirrell did not look as worried as I expected. The general policy was adopted during the last few days of refusing to worry whether jobs were done. It is all right if certain jobs are done first - such as keeping up the supply line."

"I met with the administrative staff and also attended a meeting of the council and block managers."

"While there might be less Caucasians required at the projects, there will be need for more field officers and more work on the outside. In fact, we will probably have trouble keeping personnel because of the Army, etc."

Several questions were asked at the end concerning permits



mentioned by Mr. Hart. I asked My Myer when he had visited Poston last and he stated that it was about July 10th.

S. W. Haas



*St. Paul*

Meeting  
Camp I Employment Office  
March 29, 1943--7:30 p.m.

\_\_\_\_\_, Chairman

Present: Unit I  
Employees of the Block #27 Employment office

Mr. Zimmerman read the procedures for different leaves.

Nosoff: The principle object is to make this leave program work fast. The only way we can make it work fast is through unit leave and employment offices. You are right here in the heart of the people and you can work with the people. If you function properly, and we back you up, we can function properly. If you can't function properly, and don't have any responsibility, we can't function properly,,because our administration office couldn't handle things alone. We're trying to strengthen you and back you up as an independent unit. The only connection ~~wi~~ you will have with us is when you are with the procedures here and pass it up to us for our approval. The procedures we have outlined here will take care of seasonal leave, indefinite leave, and short term leave. This meeting if being held for you to instruct us as to the problems you have had. The only problems we can act upon are those that we know. We want as many questions from you as you can think of. I can anticipate that from now on, the leave procedure is going to work faster than it has, and Washington is keeping pace with us.

Q. Some contracts have no expiration. What do we do in that case? Take seven months as an expiration date?

A. Yes, except for some contracts which are for twelve months, and for indefinite leaves.

Q. In case a person goes out on a seasonal leave and wants to apply for an indefinite leave, that can be done, can't it?

A. Yes.

Q. In that case, does he have to get an indefinite leave clearance?

A. It would have to be validated.



Q. One fellow came here and applied for a short term leave. He has some money coming to him from the camouflage factory, but cannot get it until he gets an authorized statement.

A. That must be taken up. The camouflage factory must pay their employees as soon as they are released.

Q. Who is going to fill these check sheets and let the applicant know where to pick up his things?

A. That depends.-----Notice to the block manager can be given on the latest date of departure.

memorandum to the project office upon a person's application, The messenger service/and discussion of employment only by written requests from the unit offices was explained. The new/project office hours, which is from 10:00 a.m. to 4:00 p.m., was also announced and the unit office was asked to schedule the applicants to those hours.

Q. Do you want the name of the applicant in the memorandum or just the code number of the job applied for?

A. The name and address of the applicant and the code number of the job:

\_\_\_\_\_, block \_\_\_\_ barrack \_\_\_\_ building apt. \_\_\_\_ has applied for job number \_\_\_\_.  
name

Q. Any special form requested?

A. No, and several applications may be listed on the same sheet.

Discussion was held on the forms which could be made for this purpose.

Mr. Kushida explained more fully about the identifying code numbers on the job offers.

Q. In case there are several applicants for a job, who does the selecting of the one person?

A. It doesn't make any difference, but since there are three units to consider, the project office will probably do the selecting. You can give your recommendations. We will make the final selection.



Q. To whom do we refer, in case an offer does come from a relative or a friend outside?

A. Send the offer to the project office.

Q. If a job is accepted here and a person goes out but does not wish to remain with the job, does he have to go through a procedure at the field office over there?

A. No, not for an indefinite leave. He is perfectly free to refuse the job he accepted here.

Q. After the person leaves here, we will have no contact from him and there will be no follow-up, will there?

A. No.

Kennedy: By the end of May, Washington hopes to have all leave permits issued or denied.

? ? 130 form, whether the employment was accepted, four copies of 130, revised, 130a, four copies of the census form.

Kennedy: When leave clearances come in to the project office, we send out notifications. It should be taken for granted that if the people haven't received any notification, their leave clearances haven't come in.

Q. Is it necessary for us to write a memo for applicants for short term leaves and have them take it to the administration office? Any time we refer anyone to your office, should we write a memo for him?

A. Yes.

Q. Who decides the quota of applicants to Phoenix?

A. You can keep an eye on that quota.

Concerning permits--to be kept at the unit office or the project office.



Q. A fellow, who applied for a short term leave, has some wages due him from concerning himself--to be kept in the duty office of the director office.

A. Don't keep in the on duty office.

Q. Who receives the duty of employment to proceed?

A. Yes.

Where to duty office, should be made in a memo for duty.

When any place then take it to the administration office, and then be known later.

Q. Is it necessary for us to make a memo for employment when some fellow receives notification, shall have experience when, a one in.

It should be taken for himself that if the fellow receives a received and known: "When fellow experiences come in to the director office, we send out notification."

Now, only copies of the service form.

Q. I. Now, when the employment was received, only copies of 120, received, or denied.

When only: At the end of day, notification goes to place and then be known later.

A. No.

Is no following up, must there?

Q. When the fellow receives memo, we must have no contact from him and there must be received memo.

A. No, not for an indefinite time. He is definitely free to resign the job he holds.

When the job does he have to go through a procedure of the duty office again.

Q. If a job is received memo and a fellow does not want to remain.

A. Send the offer to the director office.

Outgoing.

Q. To whom do we refer? In case an offer does come from a rejection of a fellow.



Meeting  
Camp II Employment Office  
March 29, 1943--2:00 p.m.

Ben Shimizu, Chairman

*questions & answers*

Present:

Mr. V. R. Kennedy  
Mr. E. Nosoff  
Mr. G. Zimmerman  
Mr. T. Kushida  
Miss S. Inouye, Camp II employment manager  
Employees of the Camp II Employment and Leave Offices

Mimeographed sheets of the procedure for leaves were distributed to those present, and a copy was read by Mr. Nosoff, who asked for questions concerning the leave procedures.

Kennedy: Unit offices are not to assist in recruiting seasonal workers unless the contract is in their hands and bears the written approval of the project director.

Q. Does that mean that no private individual can come in from the outside and recruit workers? *Does* The procedure of recruitment of outside workers *have to* must go through the leave office?

A. Yes. These recruiting contracts are to be in your hands and they are to bear a project serial number and the written approval of the project director. Then you will know that the ~~man~~ *employer* has been ~~through~~ *to* the project office.

Kennedy: It has been suggested to assign a "bodyguard" to each individual who does recruiting. I think someone should be right with the representative who comes in. For instance, an outside representative comes in from the Santa Fee Railway *Co.* and wants to recruit workers. He comes in with a contract of appointment and credentials. That is fine, and then we assign Mr. \_\_\_\_\_ to help him out at all times.

Q. Where will that be? *(Outborn?)*



A. It would be much easier if the unit offices would have someone in the unit to be assigned to the representatives. It would be better than having someone from the project.

Mr. Kennedy suggested that the unit offices build up a folder for each individual which they handle so that they will know where the individual is and what has been done about his case.

Mr. Kushida explained about the project code number on the contracts. (We are receiving a lot of outside offers, and we must streamline the procedures as the offers usually have a ten days limit on them. We will put out daily a mimeographed summary of each job, which Each job will be briefed down to a paragraph. When job opportunities are received in the administration office, we will make copies of the entire letter and send a copy to each unit. They will have a code number as an identification, and each paragraph in the summary sheet will also have a code number. The applicant is to ask for "Job No. \_\_\_\_" when applying.) <sup>there</sup> You will <sup>be</sup> have a code number on the letter, and you can tell everything about the job to the applicant except for the name and address of the employer. This is because the applicant might take the initiative of writing to the employer himself. When a letter of application is written, send out the original and ~~keep~~ <sup>an-eri</sup> file the duplicate here. You might find it important to have someone who can <sup>letters</sup> write ~~letters~~ correspondence to the employers, because the applicant might have difficulty in making out the type of letter which will satisfy the employer. In that way, we can also keep a check on who has applied.)

Mr. Kushida briefly explained more about the codenumber.

(Within 24 hours after an application is made, out, send a memo, contain-



ing the name and address of the person who applied and the code number of the job that he applied for, to the project office.)

Q. Is that office separate from the leave office entirely?

A. It would be the wisest thing if we did have it separate. Have

Q. We received a memo saying how many many should be in the personnel of each department. How many divisions are there?

A. There are four major divisions--project leave, seasonal leave, permanent outside, and leave. The four divisions should work close together and there should be an individual to take the responsibility of each main division.

Q. Who is to verify offers?

A. Instructions say that when we acknowledge a letter of employment, we should present it to the regional office for approval. The only thing we would have to check is for community settlement.

Q. If someone gets an offer here, would he apply for it here?

A. Yes.

Zimmerman: Get the applicants to thinking that if they would clear through the regional office, it would facilitate matters. and save a lot of confusion.

Nosoff: If a person received a letter from a friend about a definite job offer, the unit office should process the application up to the point of approval from the relocation officer.

Kennedy: Even if you get a definite offer, you will have to get an approval before you can go out for indefinite leave.

Nosoff: We might even publish a list of the relocation officers so that the people outside can write directly to them and clear the jobs.

Zimmerman: This whole procedure is to put as much of the routine work



as possible in the unit offices. The regional office is the review and final approval office.

Q: Need two things for the project director's information before he approved an indefinite leave: Leave clearance, and investigation of the job by a relocation office. When the project director has that information, he can offer indefinite leave here. We do not have to ask Washing for approval from Washington, if we have those two things. The leave clearance can be issued here.

Nosoff: A wife may join her husband, if he is-out has a job outside, and if she has a leave clearance, she will not necessarily have to have a relocation officer's approval. She may if she wants to.

Q. Must we have a photo taken before leaving this camp?

A. We are not going to hold you up at this time until we get a photo equipment setup.

Q. Are we allowed to travel around upon termination of seasonal leave clearance?

A. No, not upon termination of seasonal leave clearance. <sup>you</sup> Must have approval of the project director. However, if an individual gets a leave clearance, he is perfectly free to apply for an indefinite leave. The relocation officer in the particular area will help him as much as he can.

Q. If they get a leave clearance, what keeps them from getting an indefinite leave?

A. Just a job offer. Seasonal leave is under jurisdiction of the project.

Q. In an indefinite leave, if a person were to get an offer, work for about two months, and then wished to change his job because he didn't like, may he do so?



didn't like, may he do so?

Q. In an indefinite leave, if a person were to get an offer, work for about two months, and then wished to change his job because he

project.

A. Just a job offer. Seasonal leave is under jurisdiction of the

indefinite leave?

Q. If they get a leave clearance, what keeps them from getting an

as he can.

The relocation officer in the particular area will help him as much leave clearance, he is perfectly free to apply for an indefinite leave. approval of the project director. However, if an individual gets a

A. No, not upon termination of seasonal leave clearance. Must have

clearance?

Q. Are we allowed to travel around upon termination of seasonal leave

photo equipment setup.

A. We are not going to hold you up at this time until we get a

Q. Must we have a photo taken before leaving this camp?

have a relocation officer's approval. She may if she wants to.

and if she has a leave clearance, she will not necessarily have to

herself: A wife may join her husband, if he is not has a job outside,

The leave clearance can be issued here.

ask waiting for approval from Washington, if we have those two things.

information, he can offer indefinite leave here. We do not have to

the job by a relocation office. When the project director has that

approved an indefinite leave: Leave clearance, and investigation of

Q. Need two things for the project director's information before he

and final approval office.

as possible in the unit offices. The regional office is the review



Q. What is the procedure for a sixteen year old person who leaves--ferwants to leave for seasonal work?

A. It would be the same procedure as for anyone else. --(Dependents?-----)

Q. On these seasonal leaves, the applicants are allowed about seven or eight months. Within two or three months, each person is going to be denied or given a permit; will those people who have been denied, be called back? *g?*

A. Yes.

Q. Do you have any board of appeal for people who are denied?

A. Yes, we have. --- ---

Q. Could a person leave on an indefinite leave without any job offer?

A. Generally, no. However, <sup>if</sup> you can ~~assure~~ if you are absolutely certain of security.



A. Yes, he will be perfectly free to change his job.

Q. How many people would we need to take care of outside employment in the office here?

A. Three, a manager and two others to help him--a typist file clerk and a general secretary. (suggestion)

Q. What percentage of the jobs are being filled?

A. A small percentage because the jobs haven't been exposed enough for the people to know about them.

Kennedy (J): The employment department handles applicants up to the point where the person accepts the job, whether seasonal or permanent, and then the leave office takes care of them. Project office hours will be from 10:00 a.m. to 4:00 p.m.--to the applicants. This is in order that the office work can be done during the remaining hours. Arrangements are being made now so that the messenger from the project office will make two trips to the unit offices in order to pick up the dockets daily and deliver any messages or forms. Mr. Gelvin will not see anyone about leaves unless the person is referred in writing by the project leave office.

Q. Must forms 127 and 128, both be filed for a short term leave?

A. The form 127 must first be on file. The only time you can make out 128 out is when 127 is already filled out. The first time an individual leaves for the outside, 127 is filled out; and 128 must be filled out for each subsequent leave.



Meeting  
Camp III Employment Office  
March 29, 1943--4:00 p.m.

Present:

Employees of Camp III Employment and Leave Offices

Mimeographed sheets of the procedure for leaves were also distributed here- to the Employment and Leave Office employees of Camp III who were present, and a copy was read by Mr. Kennedy.

Q. You mean there is going to be a seasonal work leave section in each unit office?

A. Yes. (This starts by saying in each project office. There will be a seasonal work leave section in each unit, following. also following.)

Q. When an applicant comes in here with the original and copy the copy of the contract (?), should the original be kept here and not turned out?

A. If the representative is circulating around, he can speak from the copy or excerpt, but the actual signing of the contract must be done in the presence of the manager or unit leave officer.

Kennedy: The reason for signing in the presence of the leave officer is so that at the time of signing the contract, they can fill out all necessary forms. We are going to put into effect, a regular taxi or messenger service between the unit offices and the project office-. The driver will probably leave Camp I at 9:00 a.m., stop at Camp II, and then III, taking any messages or forms back to Camp-I, the project office.

Q. On the contracts approved by the WRA, will the certification or approval be stamped?

A. You will not be permitted to approved any contract without a



a code number or a written approval from the project office.

Q. Approval of the project office here in Camp III?

A. Yes.

Q. You mean, your office in Camp I, don't you?

A. Yes, the office in the Administration at Camp I. The project office there will act as a regional office. The project office received all communications from all field offices and Washington, and acts as a regional office for all three units.

Q. Did your office have anything to do with the I.K.I. contracts?

A. We knew about it.

Q. But they didn't go directly through your office?

A. No. It was approved by the Salt Lake office and met WRAX regulations.

Q. But there won't be any more cases of individuals from outside coming in and recruiting workers by themselves, will there?

A. No. There will be no one running around or any outside recruiters trying to get contracts signed.

Q. Do you have anything in the way of instruction sheets to hand out to the applicants before they leave for the outside in group leaves?

A. We have some old forms from last year. It might be a good idea to make some new ones.

Q. About the forms which are to be filled out, does the applicant fill them out himself or does the office do that for him?

A. I think it would be better if the office clerk filled out the forms.

Q. Which transportation department do you mean by "Notice to transportation department"?

A. The project transportation department.

Q. Can ~~ye~~ a person get an indefinite leave before he gets a leave clearance?



A. No, he must get a leave clearance first except for seasonal work leave.

Q. An evidence of employment doesn't mean a contract, does it?

A. No, the job offer must be approved by a relocation officer, and the community settlement must be checked.

Kushida: We are setting up an office in each unit to handle outside employment. A staff to consist of a manager, to take charge, and an assistant and a file clerk or a stenographer, or something like that. We are receiving offers of employment for outside very rapidly, as much as twenty a day. And we must have a streamlined procedure to take care of them. What we want to do is this. ~~Every~~ Each time or each day we get a page of offers, we are going to condense those offers into paragraphic summaries. We will mimeograph those paragraphs and run off about 200 and distribute them to the three units. After a time, those ~~will~~ jobs will be considered withdrawn or expired. The job offers will be given a code number, and ~~on~~ the job sheets and ~~on~~ each paragraph will ~~wi~~ have a code number. As far as the applicant is concerned, he will know the job offer only by the number and if he is interested, he will go to the unit office and ask for more information in detail. In the meantime, you will receive Job #4057 in full with the name and address of the employer. ~~Shew~~ If an applicant comes in, show it to him. You might ~~have~~ to help him make a letter of application and forward it to the employer, keeping a copy here, Also include a cover letter. The letter of application will always be addressed to "Dear Sir" or "Dear Madam" as the applicant will not know the ~~name~~ of the employer. It is permissible for the office to put the name and address of the employer at the bottom. Send us within 24 hours, a memo to the effect that the applicant, name and address included, has made application



for Job No. \_\_\_\_\_

Q. Can you have as many applications as you want to?  
make

A. Yes.

Q. Will the person who applies for a job get a notification from the employer as to whether he is employed or not?

A. You can answer that yourself. Don't apply for one job and sit back and wait to find out whether you are employed or not. Apply for several jobs and then select the best one.

Sometimes individuals will get an offer from a friend of theirs or a relative from the outside. All offers have to be approved by the WRA and the offers will have to be transmitted to the office in Camp I.

If the relocation officer in Chicago says that until further notice, the community settlement in Chicago is alright, then we will process a job through if it is from Chicago.

Q. What if the employee is satisfied with the work?

A. We still want to check. We want to know just what kind of a job you are going into.

Kennedy: We are making a rule from the project office that we will not discuss employment matters with anyone unless he has a written request from the unit offices to discuss matters. Mr. Gelvin will not talk to anyone unless he receives a written request.

As we visualize the employment setup, there will be four divisions: project, seasonal, permanent outside employment, and leave employment. The employment division will take care of applicants up to the point that the is to accept the job, then the applicant will be turned over to the leave office.

Q. If we get a leave clearance, will we be notified?

A. Yes.

Notice that came on Saturday was read by Mr. Nosoff.



COLORADO RIVER RELOCATION CENTER  
Poston, Arizona

March 2, 1945

Memorandum to: Mr. Carter  
Mr. Connolly  
Mr. O'Day  
Mr. Le Berthon

Subject: Decisions arrived at during conference between  
representatives of Statistics, Finance, Internal  
Security, Relocation and Military Police:

1. When an individual enters the center at a later date than entrance date shown on his authorization papers received from Relocation Field Office, his visiting period will expire on date shown on these papers in spite of his delay in arriving.
2. Those visitors who arrive without authorization will pay two weeks subsistence and/or lodging in advance. No refund will be made if their authorization arrives after their entrance to the center. Refunds will be made only if they leave before expiration of their board and lodging payment.
3. At the time a Japanese member of the Enlisted Reserve enters the center, the gate clerk shall enter on Form 388 in the space entitled, "Expiration Date", "Until recalled for active duty".
4. It will be the responsibility of the Relocation Division to notify the Finance Section to make a second collection at the expiration of a visitor's two week period. The Finance Section shall acquire from the warehouse a Handy Desk File and establish a due date file which will permit them to call in visitors whose payments for subsistence and/or lodging has expired.
5. Military Police are to use the same procedure in dealing with visiting enlisted men as they do with other evacuees, and require of them the same gate passes. The civilian gate clerk shall feel free to stop at the gate any ~~evacuee~~ enlisted personnel attempting to visit or leave the center with the view of putting them through the same clearance procedure that is applicable to all evacuees.



March 2, 1945

6. Military Police are not to allow any evacuees to leave through the South Gate but will refer them to the North Gate. If an evacuee enters through the South Gate, Internal Security is to be notified.
7. Project Director, Project Attorney, and <sup>chief of</sup> Internal Security are to discuss and clarify the policy to be used in ejecting visitors from center at expiration of their visiting period.

If the above is contrary to your understanding, please advise me.

*ML*  
Maurice Lipian,  
Assistant Project Director

ML:eeh



COLORADO RIVER RELOCATION CENTER  
Poston, Arizona

*Mills*

Meeting of Rating and Reviewing Officers  
Held at the Conference Room  
March 21, 1945

*JM*

Present: Maurice Lipian J. D. Dunshee E. Millings  
Roy Anderson B. H. Evans D. McLaren  
M. E. Barnhill J. Girdler H. Palmer  
W. A. Barrett R. C. Goetting R. N. Parnell  
R. E. Brees D. J. Hagerty W. Sharp  
J. L. Burdick F. H. Hope D. Stevick  
P. J. Cassilly J. L. Horn E. Vickers  
J. E. Connolly C. Langdon L. Warnock  
N. B. Cobb J. LeBerthon H. T. Weiler  
R. R. Drennen J. T. Light

*19*

Mr. Maurice Lipian presiding and assisted by the members of the Efficiency Rating Committee, called the meeting to order at 8:30 a.m.

Mr. Lipian: As indicated in my memorandum of March 17, this is a meeting of individuals known as rating and reviewing officials. We are required to rate every government employee who works for us. For the purpose of discussing as to how we will proceed with the ratings and what it's all about, we brought you here together. The ratings will be conducted as of March 31 of this year of all individuals who have been employed by W. R. A. for a period of one year.

Mr. Cassilly: This means those who have served a trial period with W. R. A. and have been in their present position for ninety days. He will then be given a regular rating.

Mr. Lipian: At this time we are not going to issue unofficial ratings. We'll issue official (regular) ratings only. I refer you to the Handbook Release #200. In that release the whole rating structure is explained. As Mr. Cassilly indicated to you, and I think I also mentioned it a few minutes ago, we will issue just official regular ratings. In explaining the difference between official, special and trial ratings, I would like to read to you Handbook Release No. 200, Section 20.1.140.

"A. Official ratings are ratings required by the Civil Service Commission. There are three kinds of official ratings - regular ratings, trial period ratings, and special official ratings. All other ratings are for unofficial administrative purposes within the Authority and will not be reported to the Civil Service Commission."

(1) The regular rating is the evaluation of service as of March 31 of each year based on the employee's performance during the preceding twelve months. Regular ratings will not be given to employees whose trial period was not completed prior to March 31. Likewise, regular ratings will not be given to employees who have not held a position in the Authority for 90 days or more at the same grade they hold at the time of the regular rating."

*JM*



March 21, 1945

On the whole, Mr. Mills will rate the Division Chiefs, Division Chiefs will rate Section Chiefs, Section Chiefs will rate Unit Chiefs and Unit Chiefs will rate employees in their respective unit. The reviewing procedure is reversed from that of the rating procedure, i.e. Mr. Mills will review ratings of Division Chiefs who in turn will review the ratings of Section Chiefs, etc.

Mr. Cassilly: I would like to point out here that because of the number of promotions and reassignments we have had in some units, we have stepped up our rating official from that person who is now the immediate supervisor of an employee. In the case of someone who has been the supervisor of an individual for a short period, it is not fair to ask him to do the rating. The rating official will be established one step higher in line of responsibility to that person more familiar with his work.

Mr. Lipian: The Efficiency Rating Committee is responsible for the following:

- "(1) To plan and generally supervise the rating program, to issue instructions, hold training meetings with rating and reviewing officials, and establish uniform standards of performance within the organization;
- (2) To serve as a central and authoritative source of information on questions of rating procedure;
- (3) To review reports of efficiency ratings and make certain that reasonably uniform standards of performance and rating have been followed, or, if not followed, have been adequately explained;
- (4) To hear requests by employees for reconsideration of ratings and to make proper adjustments, when necessary."

Some of our employees may feel that the rating that has been given by a rating official is not what they should have. Perhaps this feeling is proper, perhaps it is improper, so as we go along we will issue an appeal's procedure to permit such an individual to appeal before our Committee and present to us his or her reasons why they think the rating is not adequate. Such an individual will probably attempt to prove to the Committee why he should get a better rating. I have been successful in the past in eliminating most appeals by having rating officials discuss with their employees the rating given and the reasons therefor. You either convince the individual that the rating is proper or he convinces you that it is improper. I would like to have your opinions on that point.

Mr. Barnhill: I agree.

Miss Stevick: I agree.

Miss Millings: I agree.

Miss Vickers: I agree. With young students you can expect that they will almost always agree, with adults, you get into more discussion.



March 21, 1945

Mr. Lipian: That is all true. It is also important how you make someone feel when you discuss with him why you rated him "Fair". You can either do a lot of good by showing him his limitations or you can do it in a manner to hurt his feelings and make an undesirable employee of him.

Miss Breeze: If the individual wishes to discuss it he should be given the opportunity. If he doesn't, you gain nothing by taking all that time.

Mr. Lipian: In the case of an individual who was rated "Very Good" and wanted an "Excellent" rating, even at that level of performance some prior discussion would have straightened things out before such a case reaches the reviewing official. Shall we leave it to the discretion of the rating official?

Miss Breeze: I will do whatever the majority wishes to do.

Mr. Lipian: If you discuss the rating with an individual and if you cannot convince the individual or he cannot convince you, the rating official should inform the reviewing official that there is a difference of opinion and the reviewing official will have the knowledge that there may be an appeal and prepare himself for it. If we can hold appeals down to a minimum it would be helpful. If not, we will have to arrange to hear them. If the individual does not know about the rating until he is officially notified of it, we may have many appeals. I suggest you discuss the rating with each one of your employees.

Mr. Cassilly: If supervisors will approach discussion with their workers on the basis that it will be a means to improve performance of workers, it will be beneficial to both the supervisor and the worker. If there is disagreement between the supervisor and the worker as to his performance, it reflects misunderstanding of what the two people are striving for. By discussion the person will know the reasons why they are failing in their job which will assist that person in improving his job. It is to every supervisor's benefit when their workers do a good job for them.

Mr. Lipian: In general, a good supervisor discusses the shortcomings of an employee with him throughout the year. Your reasons for the rating may be based on the discussions you have had with him during the year and is nothing new to him. If you have not discussed his shortcomings with him throughout the year and have been patting him on the back and telling him how good he is, by all means don't give him a poor rating for he will have a case against you. I will ask Mr. Cassilly to take over and discuss the significance of ratings.

Mr. Cassilly: I don't know if everyone is familiar with the forms. We have 20 elements which have been selected by the Civil Service Commission as applying to non-supervisory positions. We have ten other elements which apply to supervisory positions. In selecting the elements applying to a position it has been determined that the best method of selection is to select the minimum number of elements, which if performed satisfactorily, make a satisfactory employee. Those elements have been underlined on the efficiency rating blanks. In some cases our Washington office has determined the elements which should be underlined. In general, the lower positions have a smaller number of underlined elements. For elementary teachers and for assistant storekeepers or other jobs in lower classifications there are usually underlined two or three elements. As the importance of the job increases, more



March 21, 1945

elements are considered pertinent to that job. In general, the supervisory elements are very limited, the number in most cases is only one. In addition to the underlined elements, there are essential elements which apply to each position and those are circled on the report forms. In some instances you will find that you will want to rate an individual on one of the elements shown that is not underlined or circled. It is alright to do it if that particular element in your opinion applies to the position and the work of the individual. Make your rating on each element using one of the three grades, outstanding, adequate, or weak. Those are the only three grades which may be applied to each element circled or underlined. Particular care should be taken in making your rating that you consider each element individually. Don't decide beforehand that you want to give someone a "Very Good" rating and then see how elements must be marked so that you arrive at the predetermined rating. If you are going to arrive at an objective rating, which should be our goal, you must consider each element individually. The one basic rule to remember, the one that I think is most often abused or misunderstood, is that a "Good" rating means that an employee is perfectly satisfactory in all of his work. It is a human tendency for everyone to want to make their employee feel good. They want to give him a pat on the back. They think back to their school days when a very good grade was what most people strive for and they try to make their rating in such a way that they come out with a "Very Good" rating. For purposes of Efficiency Ratings and Civil Service Ratings a "Very Good" rating is applied to an outstanding employee or worker. One who is thoroughly satisfactory is a "Good" employee.

If you feel it is necessary, I can go over the definitions of these ratings in a few minutes. We ordered and we were supposed to have received a rating guide for each one of the raters. Due to some delay in the Washington office, we do not have our guides. They have not arrived and I have available only a few copies left over from last year. If any of you, when this meeting is over, feel that you need to get further definitions of the elements and how they apply to a position, I will let you have one of these rating guides for your use. It will have to be returned as soon as it has served its purpose so it will be available for someone else to use.

Mr. Lipian: Do any of you have any questions on what Mr. Cassilly has had to say to us so far? Since there are no questions, let's proceed.

In this same Handbook Release #200, there are a few items that I think you should try to review. Since I have it here before me, I would like to bring them to your attention:

- " (a) An employee whose efficiency rating is "Excellent" or "Very Good" is eligible for periodic salary advancements to the highest rate of compensation of the grade.
- (b) An employee whose efficiency rating is "Good" is eligible for periodic advancements up to and including the middle rate of compensation in the grade.
- B. (1) The rate of compensation of an employee whose efficiency rating is "Fair" shall be reduced one salary step if his rate of compensation is above the middle rate. If the rate of compensation is equal to or below such middle salary rate, it shall not be subject to reduction on that account.



March 21, 1945

"(2) An employee whose efficiency rating is "Unsatisfactory" shall not be permitted to remain in his position. He shall be reassigned to a position more nearly commensurate with his ability, either (1) in the same line of work, in which case the position shall be in a lower classification grade and his rate of compensation shall not be in excess of the middle rate for such grade, or (2) in some other line of work for which he is qualified, in which case he shall be considered as having received a new appointment to the extent that his rate of compensation shall be at the minimum rate for such grade, and he shall begin a new trial period; or if no suitable vacancy is available he shall be separated from the service for inefficiency. A trial period employee, assigned to a position of lower classification grade, shall begin a new trial period in the new position.

.148 A. If the employee has been outstanding in all the especially important elements which are underlined, and no element is marked weak, he should be rated Excellent.

B. If he has a majority of the underlined elements marked outstanding, and no element marked weak, he should be rated Very Good.

C. If the employee has all underlined elements marked at least adequate, or a majority of underlined elements marked adequate, with those marked weak more than compensated by outstanding marks, he should be rated Good.

D. If the employee has a majority of the underlined elements marked at least adequate and those underlined elements marked weak are not fully compensated by underlined elements marked outstanding, he should be rated Fair.

E. If the employee has a majority of the underlined elements marked weak, he should be rated Unsatisfactory.

Mr. Cessilly: On the forms distributed you will notice that numerical ratings are shown and have been crossed out. This situation was caused by the fact that we have been unable to get new forms. These were printed at the time both adjective and numerical ratings were used. The numerical ratings are no longer used in efficiency ratings.

Mr. Lipian: Within the next couple of days we will advise the staff that Efficiency Ratings are now being given, showing yardsticks to be applied, and defining the several elements. We will also advise all employees of appeal procedure so they will know what the score is.

Mr. Light: What credence shall we give to previous ratings and what will the significance be to employees if their rating is lower than before. I have in mind a teacher who was rated an excellent last year which she feels she did not deserve and I agree. She did better this year and still is not worthy of an excellent rating.

Mr. Lipian: As an employer, do not pay any attention to previous rating given to an



March 21, 1945

employee. He may have been better or worse but you should still rate him on his last year's performance.

Mr. Cassilly: It is entirely in line to make a notice or explanation on the back of the report. However, you can't base your evaluation of a worker on someone else's evaluation of last year. Efficiency Ratings are still in the process of development. There has developed in some agencies the tendency to overrate the performance of workers because it is a factor in the individual securing a promotion automatically and it has happened that an employee has received a "Very Good" rating rather than a "Good" rating because the supervisor has allowed personal feeling to be a factor and would like to see the employee get a raise.

Mr. Lipian: Do not limit yourself to underlined items. First thing, you should do is to establish that you have blanks for everyone of your employees. If you are uncertain about the rating elements, discuss those with your section chief and if he is uncertain, see your Division Chief together with your Section Chief. If necessary consult with Mr. Cassilly.

Mr. Cassilly: This is satisfactory except for the point that underlined elements must be held to a minimum.

Mr. Langdon: Washington picked those elements out to make rating uniform throughout all centers.

Mr. Lipian: Forget Washington and use your own common sense in rating. I notice that on some Section Chiefs in my own Division I am not to rate on cooperation and initiative. I think these elements are important for Section Chief's ratings.

Mr. Cassilly: I want to point out that while you feel that cooperation and initiative apply to that individual, other elements which are underlined include these qualities.

Mr. Warnock: Are employees rated who have left the project to go to another agency?

Mr. Cassilly: They are given a rating at the time they leave the project known as an interim rating. Some individuals may go for a period of five years or longer without a regular official rating because their promotions or transfers have been so rapid they have not been in a position for the required 90 days at the time of regular ratings.

Mr. Lipian: In case you and the employee you have rated have a serious disagreement on the rating and you feel that it will result in an appeal, document your reasons for the rating and why you have disagreed with the employee. It will naturally be more difficult for the employee to prove that he is entitled to a better rating than for you to prove that he is not.

As a final word, I want to caution you to be fair to your employees and at the same time be fair to this Administration. Work it out if you can so that appeals will be held to a minimum. Even if you give the individual a rating which is not so good, try to convince him that you are right in your judgement of his performance. Thank you very much.

1. Time tables distributed.
2. Efficiency Rating Blanks distributed.
3. Meeting adjourned at 9:45 a.m.



S K

P HR

P H EU L S

O P D

T

P H

E

T

G

P HR

PW

U RPB LG

R O

R

T

D

O

TKPW

A

S

RA

G S

F P L T

ST

E

D

EU

TK

E

K HR

EU

PB

T P H

U

S

S

EU

PB

S

RA

G S

PW

O

R

D

S

E

T

U

P

W

EU

T P H

T

HR

EU

T

F

T

K H A

PB G S

S

T P H

O U R

A

B G

T

EU F

T

ST

B G S

ST

A

B G S

U

P

P R

E

T

EU

W

E

L

K

A

U

S

F

T

HR

H A

S

B

A

EU

PB

K R

E

S

T P H

A

G

W

O

R B G

F P L T

H

O

P

T

O

K

O

PB T

F P L T

P H

EU

L S

F P L T

F P L T

STK

E

PB T

\*

R O

R

T

O

STK

E

PB T

F P L T



S E G  
T H A  
T P H O  
W O PB  
S  
P E R  
P H EU T  
D  
T O  
TK R EUF  
A  
S R E B G  
W O U T  
A  
P E R  
P H EU T  
F P L T  
A FB  
T H A  
T H O S  
TK R EUF G  
S R E B G S  
O  
P U B  
H EU  
W A EU S  
A PB  
T H A  
K HR U S  
R E S  
S RA G S  
R O DS  
R B G S  
P H U S  
B  
K A EUF L  
T O  
O B  
S E FR B  
S P E D  
HR EU P L TS  
F P L T

WH A P D  
W A S  
A  
FW O EU  
W O R B G  
G  
A T  
T  
P R E R B  
U R  
P H R A P B T  
T P H T  
A B  
S E PB S  
F S  
S U P  
O R  
S E FR L  
FW O EU S  
W O R B G  
G  
A T  
T  
K R U R B  
E R  
P H R A P B T  
TK E  
S EU D  
T H E  
W O  
TKPW E T  
S PW AO T  
TK U P L  
T R U P L S  
\*  
T R U B G S  
A FB  
H A U L  
TKFW RA F L  
P H EU L S



F P L T  
T P H EU T  
S E P D  
O F  
7  
PW O EU S  
T O  
T P T  
TK O U G  
HRA S  
F P L T

P HR S  
FW R O U PB  
F P L T  
F P L T  
S EU  
U PB DS  
ST A PB  
1  
1

5  
5  
T A T  
PW U S  
O U T  
F  
P A R B G  
E R  
F P L T  
P HRA PB D  
T O F  
A  
S E PB D  
O F  
T P O R T  
PW O EU S  
H E R  
A T  
T  
TK E  
P A R  
T U R  
ST A G S  
TKPW EU PB G

A T  
9  
F P L T  
F P L T  
1 5  
F P L T  
P HR  
P H EU L S  
S P E  
F P L T  
P H E P L  
F  
KP H U PB T  
K O U PB  
HR  
S P E  
A PB  
W E L  
HR E T  
T  
PW O S  
T P H O  
T H A  
W E R  
PW A B G  
F  
T H E P L  
F P L T

P O EU PB D  
P E R S  
T P H E L  
S H U D  
B  
T HR  
F P L T

P HR  
P H EU L S  
F P L T  
TK U T  
EU  
F



F P L T  
A U L  
P O EU PB D  
P E R S  
T P H E L  
T O B  
T HR

F P L T

4

F  
S K W R U L  
F P L T  
K R  
T P O R T  
EU  
TK EU  
A PB  
T P O R T  
\*  
T P O R  
A  
HRA RFB LG  
S H A R  
F T  
S K U G S  
F T

P RA P L S

TK U  
T O  
P HR S  
PW R O U PB  
F P L T

K R  
TK U  
T O  
O TS  
P H E P L S  
F T  
KP H EU T  
EU

F P L T

PW A L  
TK E R  
ST O PB  
F P L T  
KP H U PB T  
A B G  
T EU F TS  
P E P L  
A PB  
T O  
A U L  
ST A F  
P H E P L S  
H O  
A

S EU S D

F P L T

L S

T P R  
K RA U  
T P O R D  
A PB  
K E R B  
E R  
F P L T

HR

T U R PB  
T  
S U G S  
O FR  
T O

P HR S  
P R O U PB  
H O

W

TK R  
H A R  
EU S  
A PB  
R O L U



HR EU  
T P O RP L  
T  
K P H EU T  
EU  
T P O R  
T H O S  
T P U PB G S  
S  
F P L T

O T  
O TS  
S EU D  
F T  
P EU B G  
T U R  
T U  
S  
P H A R  
S H A L  
T P R  
T U  
S O PB  
A PB  
A  
T P H U P L  
F  
P H E PB  
A  
R EU F D  
K W R E D  
T P H A O PB  
A PB  
P W F  
T P H EU T  
T P A U L  
D  
T A E PB  
T O  
T P E PB

1 4 F T  
1 6  
P W O EU S  
H O  
R E  
T P U S  
D  
T O G  
T O  
T P E PB  
T P O R  
EU PB  
TK U B G S  
F P L T  
W O PB  
F T  
1 6  
H A S  
K H A PB G D  
S  
P H EU PB D  
A PB  
O PB  
W A S  
P H A S  
H O D  
W R EU FB  
A L  
A PB  
S K A O S  
S E P T  
A BL  
A PB  
A FBL  
K A U L D  
T P H T  
T P H E B GT  
EU PB  
TK U B G S  
F P L T



F P L T  
K RA U  
T P O R D  
F P L T  
O T  
W E B G  
F T  
1 7

PWHR EU  
W E F  
T P H EU T  
1 9  
T P H E B G S  
EU PS  
TK U B G S  
HR B  
D

F P L T  
2  
PW U S  
HR O CS  
F P L T  
PW U S  
E S  
K H A R  
T E R  
A PBL  
K O PL  
T O T  
P R O PBLG  
A PB  
T A  
2 5

P E R  
PW U S  
F P L T  
EU  
T P H EURB  
K W RA EU T  
D  
T P H E  
TKP O R B  
K W RA G S  
S  
W

S A U L T  
HRA EU B G  
T O F  
PW U S  
E S  
T O  
P EU B G  
U P

50  
A  
TK EU G S  
A L  
P E PL  
T O G  
T O  
S A U L T  
HRA EU B G  
F P L T

T P H O R DS  
F P L T  
\*  
\*  
T P H E B GT  
T P EU S  
K A L  
HR B  
T P H T  
T P EUR S  
W E B G  
F

A U G  
F P L T  
ST A EU T  
P O L  
S EU  
T O F  
A F  
S K W R U L  
1

T P EUR S  
1 5  
TK A EU S  
F T  
P H O  
TK E



S R O I D  
T O  
T P EU S  
K A U L S  
A PB  
HRA S  
T O  
EU PB  
TK U B G S  
S  
F P L T

H A FR  
HRA PB D  
F P L T  
P E R S  
T P H E L S  
P H E S  
F P L T  
P HR S  
S P H EU T  
T F O R P L  
HR EU  
P H A PB G  
F T  
P E R S  
T P H E L S  
P H E S  
HR E F T  
HRA S  
S U PB  
A PB  
W E R  
A  
T E P L G  
T O  
R U FB  
P H E S  
U PB  
E  
S RA B G  
P H A PB G  
P L T  
F P L T  
T HR B  
T P H E S  
T O  
P W R EU  
T O T  
A  
T E PB G S  
F T  
ST A F  
S O  
T H EU PB G S  
HR R  
S P O S  
D  
HR EU  
T O B  
EU PB  
T P O R S  
D  
F P L T

1  
F P L T  
P W E R T  
W  
T P H U  
K AO B G  
P HR  
W A  
W A PB  
A  
T P H L  
T H EU PB G S  
W E L  
T P H S  
TKPW RA S  
P  
F P L T  
2  
F P L T  
T O  
A  
S EU S  
A PB



HR EU P L  
S O  
T P R EU B G S  
KP EU S  
G  
O  
T H  
F R O PBLG  
TKPW O G  
T O  
HR O B G  
T P R O PB T  
TK AO R S  
T O T S  
P H E S  
H A U L  
O  
S P E S  
T P EU D  
T EU P L  
W EU L  
B  
\*  
O  
K HR O B G  
T P H T  
P H O R B S  
F P L T  
F R O PBLG  
P H E P L  
O  
FW EU  
P HR  
H E D  
ST A T  
G  
P HR  
\*  
FR  
W O PB  
S H U D  
B  
T P H T  
P H E S  
H A U L  
PW EU  
K W A R  
T E R  
F  
8  
F P L T  
3  
F P L T  
T EU P L  
STKPW G  
T O B  
P H A EU S  
\*  
P A EU S  
D  
O T  
K HR O B G  
T P H T  
P H E S  
H A U L  
F P L T  
4  
F P L T  
S EU P L  
P HR EU  
PW EU  
\*  
T P EU  
W O R B G  
F T  
W O R B G  
\*  
K O R B G  
A PB  
E PB  
\*  
T P H A EU BL  
T  
ST U R DS  
TK E P T  
KP A B GT  
P H O R  
E



TPH EURB  
TPH T  
PH E S  
PHA U L  
TPH O  
PH O R  
K O F  
EU  
O R  
HR U PB  
KH E S  
TW E PB  
O UR S  
FPLT  
TPH EU  
W O PB  
TP E L S  
TH ER  
\*

S E  
HA ER  
HR EU  
RA TS  
PB  
T A G  
U P  
TPH  
PH E S  
HA U L S  
FPLT

PH EU L S  
FPLT  
FPLT

O  
S U B  
F  
R E S  
P E R DS  
TK UR G  
TK A EU  
FPLT

TPH O  
KW E  
THA  
T  
K B  
TK E PL  
ST RA EU T  
D

FW R EF  
R E S  
P E R DS  
A  
A EU D  
T O  
E

TP EURB  
FPLT  
S A  
P RA BG  
PHA TS

TPH EUF  
E FR  
S E PB  
T

P RA BG  
F  
R U PB G  
O U T

TP O R  
K O F  
E  
O R

WH A T  
S R U  
P E R  
PH EU T  
D



STIPMA  
O F S  
F  
T P H EU  
S EU S  
W R T  
TK PB T  
T P H  
T EU P L  
R U L T  
T P H  
A  
PW U S  
F P L T  
P H EU L S  
F P L T  
F P L T  
K O R  
R B G S  
HR E F  
K HR E RFB S  
S U P L  
R EU S  
A PB  
T RA B G  
\*  
T RA FB S  
S K R EU P TS  
F P L T  
T P H  
P R E T  
EU  
T E R BL  
S H A P  
F P L T  
TK O S  
PB T  
S K U S  
T  
H E D  
F T  
TK E P T  
A PB  
T H S  
K H A FB S  
T O  
TKPW EUF  
TKPW R E PB S  
\*  
TKPW R E PB  
P E P L  
A  
K H A FB S  
T O  
HR E RPB  
F P L T  
P H EU L S  
F P L T  
K W E  
F  
P R O PBLG  
P O L  
S EU  
RA R D  
G  
E P L  
P HR O EU P L T  
O R  
T P H O PB  
E P L  
P HR O EU P L T  
F  
T H O S  
H O F  
K W D  
KP  
P A T  
K W R L G S  
W O R



F P L T

1

T H E  
W  
T A E P B  
O F  
T P H R E U S  
T P O R S

F P L T

2

F P L T

H R A  
H R E U  
S R  
S E U P L  
H R A R  
H R E U  
T A E P B  
A B G S  
F  
A  
P W O E U  
E P L  
P H R O E U D  
T P H T  
P O S  
O F S  
F P L T

T K O  
W E  
W A P B T  
T O  
T K E  
S E U D  
S A  
P H A T S  
F  
F O L  
S E U  
T H R R  
S E R T  
F R O P B L G  
A B G  
T E U F T  
W E U  
T P O R  
S K U R T  
O R  
O T S  
R O E F B S  
T H U D  
P B T  
B

S T A F D  
P W E U  
T H O S  
H O R  
P R O  
T P E S  
D  
H R E U  
E U P B  
E U P L  
K A L  
T O  
O U R  
S T A O G S  
S  
F P L T  
O F S  
S E R  
S R E U S  
E S  
S A  
P O B L  
P W A D  
S P O T  
T P O R  
A  
U P B  
T P R E P B D  
H R E U  
W O R B G  
E R  
F P L T



R O U  
HR EU  
F P L T  
K A EU S  
W EU

ST AO T D

T P H

HR

A

FW

EU

T

S

EU F

L

HR

EU

B

E R

T

EU

S

U

PB

K W R O

PB

F P L T

T P H O

F P L T

T O

T

T P

E

B GT

T H A

A

S

U

T

ST

AO

T

D

T O

E

S

T

T

T H O

R

T

F

T

W

E

R PB

TK

E F

K F H A

PB

D

T O

S K

HR

U

D

T

EU

B G

S

R

EU

DS

S K W R O

EU

PB G

T P H

T

S

U

T

A

S

P HR

F

S

F P L T

W O

PB

F

T

P HR

F

S

T P H A

EU

P L

W A

S

S

H

EU

R

A

P H

EU

S

U

R B G S

W

EU

TK

O

F

T

S

GT

K

EU

L

D

T P H

EU

T

H R A

EU

\*

HR

EU

T P H

S K W R A

PB

F P L T

S

H

E

HR

EU F

S

T P H

U

PB

T

2

F P L T

O

TS

A

P H A

PB

TK

EU

S

K H A

R P E L G

D

T P R

T

A

R P L

EU

T P H

1

4

2

A

PB

3

A

PB



T O P S  
P H A P B  
F P L T  
K O U P B  
S P H R E U D  
P W E U T  
S H R E U F L  
H R E U T  
\*  
H R E U B  
E R  
T E U S  
U P B  
K W R O P B  
F P L T

P W U T  
H R E R  
F P L T  
R O R T  
O  
P H E U S  
S T E L S  
S R E U S  
E U T  
F P L T

P H E U S  
S T E L  
T P E L D  
R E P T  
F  
W E L  
T P A R  
S E B G S  
T P H  
W A R B  
F P L T  
H E R

3  
T K A E U S  
F P L T  
T E U B G  
H R E U  
E U P B T  
D

T P H  
K O U P B  
S E U L S  
T P O R  
T P U T  
U R

P H R A P B G  
F P L T  
T K U R G  
T E U P L  
H E R

S K U S  
D

P E R S  
T P H E L  
R B G S

T P O R

T E B G S

S A P B

T K P W G

T O

H E

W

T H A

P R O B

F P L T

L S

W O R B G D

O U T

W T

H E L T

S E B G S

P H R A P B

F

T K P W E T

G

R E

P O L R S



F P L I  
O  
T P EU S  
K A L  
EU L  
T P H E S  
O R  
TK E  
T P E B GTS  
W EU  
P H EU T  
T P E B GT  
T P U T  
UR  
F HRA PB S  
F T  
T P A P L  
HR EU  
R B G S  
T P  
T P H EU  
P H E P L  
S  
EU L  
O R  
H A S  
A  
T P EU S  
K A L  
O R  
P H E PB  
T A L  
TK EU S  
TK U R B S  
A PB S  
F P L T  
P H E T  
O  
K H EU L D  
W E L  
T P A R  
P R O B S  
T P H  
K A P L  
3  
F P L T  
S U F P  
A S  
T P EU PB D  
G  
S P E G S  
S K A O L S  
T P O R  
TK E F  
TKPW EU R L  
A PB  
PW R EU PB D  
PW O EU  
F P L T  
S H E  
EU PB  
TK O R S  
D  
P H E T  
O D  
F  
W O R B G  
G  
O U T  
P O L  
S EU  
A PB  
P R O U R  
T P O R  
K O U FB  
S EU FB G  
T P O R  
T P U T  
UR  
P HRA PB G  
A PB  
H E D  
T O  
T P U R TS  
T H O S  
P HRA FB S  
PW EU  
T P H O G  
T  
W A R B  
S  
H EU PB D  
T



P O L  
S EU S  
W E R  
W O R B G  
G  
O U T  
F P L T  
P H R E S  
D  
K A U S  
S U F P  
T K F A O D  
R E  
H R A G S  
S H E U P  
T W E P B  
R E  
H R O  
K A G S  
O F S  
A F B  
W E L  
T P A R  
F P L T  
F P L T  
P H R E S  
D  
W  
S H O R T  
K U T S  
P H A D  
P O B L  
K A U S  
F T  
R E  
H R A G S  
S H E U P  
F P L T  
F P L T  
P H E U S  
F W U T  
H R E R  
E U P B  
T R O  
T K U S  
D

T P H U  
P E P L  
F P L T  
P O  
W E L  
F P L T  
P H A P B  
P O U R  
F P L T  
F P L T  
P H A E U P B  
E U  
T E P L  
F  
P W E U S  
L  
T P R  
P H R  
P H E U R S  
\*  
P H E U R  
S U G  
G  
T H A  
T P H  
S R U  
F T  
T P A B G T  
A L  
P R O P E L G S  
W  
H R O S  
G  
W O R B G  
E R S  
A P B  
T K F W E U P B G  
T O  
A  
P E R  
K R E U T  
K A L  
S H O R I  
W O R B



F P L T  
A PBLG  
A T  
S E R  
P O EU PB TS  
P H EU T  
B  
A  
TKPW AO D  
EU  
TK EU

R E D  
L  
T O  
KP H EU G S  
F P L T

KP H EU G S  
TKPW EUF  
K W  
T P EU L  
S O F  
K A L  
T W E PB  
P R O PBLG  
A PB  
W A R B  
F P L T

1 F P L T  
R E S  
S P E B GT  
T O T  
TK E  
T A EU L D  
R U L S  
A PB  
R E G S  
A PB  
R E  
ST R EU B G S  
W EU S

P H A B GT  
S HR U G S  
F  
S O F  
O U R  
HR O L  
P R O B S  
RA TS  
T EU  
F P L T  
T P A T  
P R O PELG  
A D  
B  
TKPW EUF PB  
S O  
W A  
P H O R  
HR E  
W A  
A T

T  
HR O L  
\*  
HR E F L  
F P L T

2  
K W  
T H A T  
P R O PBLG  
B  
A  
HR O U D  
T O  
TK EU  
S R EU D  
W A U S  
A PB  
P H E PB S  
TK EU S  
T R EU B T  
G  
P H O PB  
E  
S E T







P W R O T  
O FR  
T O  
K O R  
W T  
F R O FBLG  
F P L T  
A LGTS  
\*

Staff meeting  
7/8/44