

J 11.05

67/14

C



George Yamaguchi  
102

## EMPLOYEE MEETING

This was held at 10:20, 11/25/42, in the hospital auditorium. Probably all Caucasian personnel with the exception of the teachers were present.

Mr. Gelvin opens the meeting.

We called this staff meeting together today to try and explain what the situation is and we'll all kind of -- each one of us will know as much about it as the other one.

First of all, I'd like to say that when you kind of get in a tough spot like we have been in the past week it shows what kind of calibre the staff is. And I'd like to say the staff came through one hundred percent. It bore out our brags all over the country for the past six months that we had the finest staff of any project in the country. It certainly prooved it. In fact some of the other Projects are kind of getting sick and tired of hearing us brag about our project, like we get kind of tired of hearing Mr. Bird brag about Camp III all the time.

I'll give you the principles of what were agreed upon. I might say that all the details of these principles have not been worked out as yet. As you all know, this whole thing more or less came to a head as a result of this fellow held in jail down here. However that ~~isn't~~ the main reason of this demonstration held out here this past week. That man will stand trial here in Poston. He's been released in the custody of his lawyers so there's no question that he will be available when the trial comes. There's going to be every effort on our



Employee Meeting, 2

part to ensure a fair trial, so the people don't feel that it's just the routine of going through the trial, which so many people have said they think will be done. And whatever the sentence is, if he's found guilty, he will be expected to serve it without question.

We think this is a good time to try to straighten out many things. I think the thing that has caused us most trouble here has been our labor situation. Another thing that has bothered us quite a bit are the threats running through the camp, this person and that person being subject to the mob running around. I think we're all in favor of taking steps to curb that. In principal, the emergency council which was elected to represent the evacuees and those of us who were negotiation agreed in principle that such things should be curbed. Now we have to get down and work out the details of how such things should be handled. I might say that the Emergency Council said it would make an honest attempt to get the signatures of all the people in Camp I that there would be no more of these terrorist activities. Of course there's always the possibility that the person will sign this statement and then not back it up. But we're going to see if it won't work out.

The main thing is that the things we have had in our minds for many months that needed to be worked out and we couldn't see just the exact way to have it worked out -- I mean the labor situation-- the evacuees seem cognizant that it needs to be worked out and are just anxious to have it settled as



we are. Another thing they want, and we agreed in principle is there should be an honest effort on their part that the best qualified people should be made available for the various jobs that need to be done. We have felt all along there is plenty of ability here if we could just find that ability. In many cases there have been men who hung back, that had money in the pocket and didn't have to work, they had run businesses on the outside and were material for these jobs. We think now we may have opportunity to bring them into the situation.

I should like to stress now that the meetings with the Emergency Council was not a cat and dog fight. The things we thought should be worked out, they were in perfect accord. There was only one disagreement, over this fellow over there in jail. As many of you know, they wanted unconditional release for him. The motive was that even if he had committed a crime he had a perfect right to.

(Here there is an interruption. A Japanese man opens the door to the auditorium and asks for Mr. Evans. Mr. Evans goes out with him.) During this there is a low hum of conversation.)

They felt that the person this individual beat up had committed acts for which in their estimation he deserved what he got. Well of course that was something that it was impossible to agree on if we were going to have law and order. If a man commits a crime, he has to stand trial. That's the way it was settled.

With regard to the various labor angles, of course it was understood that all the regulations of WRA had to be met. That we weren't in the condition here as an independent



organization out of WRA and that had to be understood naturally all the way around.

I think the greatest question that any of you might have is regarding labor and employment. I should like to ask Vernon Kennedy to explain that part of it. If I tried to explain it, I'd get too far out on a limb. He knows more about it.

MR: EMPIE (standing) Mr. Gelvin, before we turn the meeting over to Mr. Kennedy, would you give us an opportunity to ask a few questions on the legal points of this trial. I know I would like to know more about it.

MR. GELVIN: Would you care to say anything on that, Head?

MR. HEAD: I might make a few points. What I'm going to say here now is between us and nobody else. I think you are all honest Relocation employees. I'm going to start back at the beginning. John Evans from the first had the job of handling this. I think he handled the situation in a wonderful fashion. To begin with, the F.B.I. promised me that they would not leave the camp before I returned. Then what did ~~they~~ do -- they pulled out of camp the same day. Mr. Evans called the F.B.I. in Phonenix and said, "I'm hold this man down here for you." Duffey said, "No, I've got no charge against him." To me that was the biggest let down a man could have. Here John had a man in jail. He didn't know the charges against him. He called the sheriff of the county. He didn't want to come ~~and when~~ into it. When I came back, we went into all this. This man we



felt should be prosecuted. We still feel that way. Some of this group felt that the army should have been brought in and some of them didn't. I'll explain that. When I talked to them day before yesterday they said, "It's not our job. We'll put the men in temporarily though if you'll say it's a riot." I wasn't going to call it a riot. Yesterday morning I called the FBI and said, "If we put four guards to each block, would you come in and have a good investigation." Duffey said, "That's not our problem. It's G 2." Well it's not the army's job. G2 has nothing to do about it.

My opinion still is that legally we had no right. We were putting our neck out and insisting that we get certain things out of this man before releasing him.

The picture is this as I see it, that if we get certain understandings and agreements from the group that we failed to get in the begging due to the rush of taking people in, we can improve on these conditions. I have had a Catholic Priest out for the last few days circulating who speaks very good Japanese. We felt there had been a lot of undercover work that we couldn't get at. I talked to him last night. We worked with him with the hope of bringing to the top four or five Japanese agents at work in Boston. We think we know two of them. We hope that this will give the others courage to come to the top. After all we are Americans and want to get those birds. That's the basis I'm working on and intend to work on. As far as the majority of the people are concerned, I think they were just having a holiday, a nice picnic. That doesn't bother me a bit. I still



EMPLOYEE MEETING, 6

think what I said in a employer's meeting yesterday that this gives us an opportunity to go ahead with some of our plans. I'm going to reserve the right myself to dictate the policy, and I expect the loyalty of everybody here. I think I have the right to expect that. We have in our group here people with all types of training, all degrees of training, in their line of work. One bunch of men has been anxious to do the work one way, the other another. We're working with a group of people here, the majority of which are American citizens. I don't want anybody to be a torch bearer for these people, nor do I want the opposite. I can't believe anything else. Here's the things we have to keep in mind -- these people are a nation with which we are at war. Many of them have three or four sons in the army, just as many of you. Some of them, by the way, have sons in the Japanese army. I don't know how many of them, but not many. Then we have three groups, isseis, nisseis, and kibeis -- those born in this country who were sent back to Japan. So there are three systems of psychology. Three groups of people that require different ways of handling. I think you smart enough to do that.

Now I'm going to answer any questions regarding the legality of this handling.

Now I want to point out a few things. These people haven't had stoves. They are behind in their pay. We are behind on the clothing. Some of them are absolutely broke. That man in jail wasn't it so much. That bird was just a symbol. I don't even know who he was and don't care. This thing from



now on out depends on handling this labor.

You're not working prison labor in any way. We don't want it to become prison labor. I still feel that we're fighting for something in this country -- democracy. If we don't use those same principles here, we're preaching one thing and practicing another. I still feel that I am a good American. I mean not to give in to anybody, but be intelligent about it.

And these people, they haven't worried me at all. The only thing that has been worrying me has been two points in our own government. I'll give you an example. (gives example of endless red tape, one agency having to refer matter to another) As I see it now, we've got to be intelligent enough to do our own planning here. Our teachers and schools can do a wonderful thing here.

EMPIE: Mr. Head, I might say that any questions I might ask are for the purpose of helping you to weld together an organization that we can depend on. The people in my department have felt that any statements I might make would be satisfactory with them. I have their confidence. So I would like to ask a few questions to clarify in my own mind, and in theirs, the reasons for the administration negotiation with the body they dealt with and recognizing certain principles. For me following a principle means following it all the way through. And I had the feeling in my own mind that we were dealing illegally with a certain group of people that had the upper hand at the time. I should like some justification of that action.



MR. HEAD: Mr. Evans met with the council, the group of nisseis. They demanded unconditional release, which Mr. Evans very frankly told them could not be accepted and never would be. They resigned in a body. All of you have heard of face-saving, and that was an occasion. These other people seized on that chance to have themselves elected on their blocks or quads. I have had several ideas expressed on that subject, but I have been drifting around talking to people and Father Clemens tells me that these people were elected by the people but only to deal with this situation. If they were illegal, I still think they could have gone back to their blocks and been elected. There was a group of seventy two that was elected. We refused to see that group at all. Then there was a quad group of twelve, I think. We said and had printed in the paper that it was a pro-Nazi group. It was too bad to spread that over the country, but we were trying to play as fast as they could. Yesterday when they came back they had read that. They came back with two nissei American boys. All through our talks, we stressed the fact that while the council had resigned we did not recognize this and were perfectly willing to treat with them. We had no written resignation. If we had had that we would have recognized it immediately for a number of reasons. But we did not have it.

I might say a little more about that Gus. They knew I was back Sunday and they expected us to show up. We started playing a sweat game and couldn't see them. We let them think it over and dissintegrate and break apart, until Monday



EMPLOYEE MEETING, 9

afternoon. We refused to do anything until Tuesday. I was wondering in my own mind whether we should have let them disintegrate some more, until we didn't have anything to deal with.

EMPIE: The next question that needs clarification: it was my understanding, and I was wondering how much authority there is for holding the trial here and not turning the fellow over to the authorities since it was my understanding that he was charged with a felony.

HEAD: There was never a charge filed against the man. In the state of Arizona you can hold a man for 24 hours without charge. There was never a charge filed. We held the man illegally for over a week. The FBI refused to file a charge. They kept putting Bud Miller off until this thing broke on Wednesday. We made a psychological mistake in holding him here. He should have been placed in a car and taken right out. You can't hold a man indefinitely without charges.

EMPIE: There are many other questions in my mind, but I think they will come out when we discuss the labor situation.

HEAD: I am glad that these questions came out. Now for the labor situation, Mr. Kennedy can take over.

EMPIE: I think it advisable that you make the announcement that this matter be not discussed in the dining hall at all.



EMPLOYEE MEETING, 10

HEAD: I would like to say that everything I say here is between us as a group. If I didn't think I could depend on this bunch, I made some statements I wouldn't have made otherwise. Please don't discuss it. This is our baby. We had it dropped in our laps yesterday morning, and by God if we don't have the guts to do it, we should go home.

WARNOCK: Mr. Head, a Japanese boy asked me this morning when they could go back to work. This boy did not take part in this whole thing, he wanted to work all through it. He told me this morning that last night they had a mass meeting and he said, "Us fellows who want to work don't have the ghost of a chance. The ring leaders are in control and we can't buck them."

HEAD: That's exactly what we have got to ~~find~~ find.

WARNOCK: So after listening to your talk, I think it's in the mind of everybody here that the one thing we don't want to do is to have a Munich. And I'm not sure in my own mind that we're not going to have a Munich.

HEAD: We have made one agreement, that the man be released to his lawyers but must stand trial. We're not swapping, we're not trading. You need not worry about that. I think they'll assure you this morning that they know that. They were a pretty weak group last night and a pretty smart group. We have spotted two men now that we know. We're not -- I think the strength of the administration is stronger now than it ever has been. I think



EMPLOYEE MEETING, 11

there will be a lot of misinformation out. But one of our big problems has been that we haven't made enough effort to get out information to these people.

HASS: Mr. Head, what has been the influence of the councils in II and III.

HEAD: I would like to point out that II and III are stronger than ever. This gave the chance for the good Americans to get to work. They organized there a vigilant group of five hundred. I think they have all learned a lesson. So from that group, Lyle, I hope our boys and girls here will learn what they can do. But we don't want to fool ourselves -- we have four or five smart boys here especially trained in this stuff.

WARNOCK: They say they are outnumbered.

HEAD: They aren't outnumbered. That's where they fool themselves. I think that is a job for John Powell and everybody else here. I don't mean by that that we should walk out and say, "now organize yourselves." Now you and I had an American background, I think most of us did. When you and I were boys and girls, our mothers and fathers probably talked Americanism to us for an hour or so every evening. These boys and girls had just the opposite training. There was one boy here who enlisted in the American army. When he came home to tell his parents about it, his father wouldn't let him in. It's that sort of thing. They're working with something we don't understand. I've been talking to the anthropologists lately.



They talk about the inculturation process. I don't know what the hell they're talking about, but here's the Japanese thing and the American thing. These kids are right on top of the fence and can't do anything. I think most of them are trying to be Americans, but if we don't give them the right chances they'll flop on the other side. Our job is to strengthen them and make them better Americans.

Excuse me, Ted.

HAAS: As Mr. Head pointed out, the Council in II and III have been very active in holding things together. The ~~resolutionists~~ in I as I understand it had a number of points in it, though it ended with the demand for unconditional surrender. The mob was already gathered outside. Wasn't the basis of this demand the fact that he was held without charges.

HEAD: I haven't read it. I might discuss this thing a little further. There were three points in the settlement. The first point was that we demanded of these people that the terrorist activities must cease. We explained to the committee that the FBI has the right to come in here at any time, just as they have anyplace else in the country and that we have no power to stop them. The people themselves are to take steps to stop the terrorism. This is to be part of an affidavit that 9300 people have to sign and present to me before this thing is settled. Failure of the committee to deal with this will be regarded as a breach of faith, and ~~the~~ at the discretion of the Administration may result in the entrance of the military.



Secondly, "The work stoppage is to be treated as a cessation of all previous employment on the Project, and re-employment will be carried on through the Employment Office under strict WRA administrative regulations. Essential services will be continued, and skeleton crews will be put on the other work projects.

Three: A joint committee, consisting of one member of each of the seven works divisions and three representatives of the Administration, will be set up immediately, and will act in an advisory capacity during the process of reemployment and re-establishment of local government.

(Mr. Head has read these three points from sheet of paper.)

My main point was point number one, and I think the committee did a very fine job. We have to let these people know that they are living in the U.S. of America and their actions have to be in that line. That has been stressed right along. I don't think we have let down the young American bunch. Something may develop from this. My idea is that if they don't have any strength, that's too bad. But it gives them a chance to come to the front. That's our problem. We can't get away from the fact that we as Americans are trying to make good Americans out of these boys and girls.

PRESSMAN: Are you satisfied that when the time comes that you want to remove the disturbing elements you can do so without a similar situation?



HEAD: Well, if we can get somebody to take responsibility. We must remember this, they can't go to Yuma and come back uncharged. They can't be picked up by the F.B.I and released. Most of the men who have been picked up here, come back in about ten or twelve weeks. I maintain that when the FBI picks them up, they go for a good training course in what Japan wants them to do. Now I'm saying this here -- and I know none of you will let me down.

There is another point that I'm not ready to announce that I think should take care of this matter.

Are there any more questions other than for employment?

CARY: Mr. Head, I'm not just sure what you mean when you say you expect the Young Americans here to somehow come forward and show their Americanism. Do you mean they should be organized to use if necessary underground techniques to fight this group that is using underground techniques.

HEAD: I think that will have to be thought through. I'm just thinking superficially so far. Take your teachers, John Powell's group, Dr. Leighton's group and other employment groups and I think we can develop something. The boys and girls here are up against the control of the family. The old man is the boss of the family. We who have been on Indian reservations have come up against that before -- if the old man wasn't there the younger people couldn't decide something until they had talked it over with him.



EMPIE: The thought has been expressed and I think it an important one that before the loyal Americans can band together on such a program, they have to be assured of law and order. I think it's important how long we can expect to have the support of the military police, and when we can build up a loyal Caucasian police force. Now we had a situation like this during the strike, when we were reluctant to go out and call in government property that the Japanese had.

HEAD: I just about feel that we are going to have to organize our own law and order so we can handle it. The military Police can come in only until something is quelled. If they come in for twenty four hours, then you would have something on your hands. If they could stay in for six months it might be something different. But they won't do it. Santa Anita was a case of that. The army went in and did their job, they quieted the riot and then went out again immediately. But that's not getting the thing done. Santa Anita from that time on had more underground work than it ever had.

Although I know this group went through a lot of pressure, I think the matter was handled right. When you work with those army boys, you have to sit down with their top general and work out just how far they will go. If he will only go half way, you're worse off than ever. I want to say to all you fellows, now our problem is, how are we going to act. We have nothing to get sore at these fellows about.

Probably every one of you who have been out -- if you have been



working in companies -- you have seen a group of men walk out. If their foremen get sore at them for walking out, they lose their influence. As far as I see it, this is just a very shrewdly carried out CIO or AFL movement. And we have a CIO man in here. We've had him spotted since we had that meeting back in the summer. But you can't arrest a man for being a CIO organizer. We're going to have to see how to deal with them, not get hot under the collar.

POWELL: I have been thinking a good deal about the boys who felt that because there had been a shift in the balance of power in his group, he stood to be left out. A good many of them may feel that they had had a set back. I am mentioning this with a good deal of caution because we have been warned often about not carrying torches. But those of you who have worked with young men -- and most of us have been young men -- know that young men get their ideas not so much from the formal education, but from the older men with whom they work. In Poston here the young American evacuees are in the position that the older men from whom ordinarily they would get their ideas are out to give them Japanese ideas. It seems to me that the men and women on this project are teachers. Miles Carey has no monopoly. If they can't learn from us and have confidence in us, there is no place where they can get their American ideas. (He says that Miller was saying he had been an eagle scout and he thought it would be a good idea for him to do scout master work with the boys and work informally with them



on that basis. Powell thinks it a good idea) All I got up to say actually is that remember, we are the teachers of these young fellows, many of whom are in doubt. We've got to give them a break.

HEAD: I think we never want to forget this. Under these conditions these boys and girls may go out of here who ordinarily would never be anything different than good Americans, will go out and become otherwise. In your work crews are many intelligent boys. We get plenty sore at them. I get plenty sore at them myself -- sometimes so sore that my hair stands on end. A lot of the boys are college men. I heard about one case. (He tells of a man at a meeting here one night who was telling about himself. He was a banker on the outside. He said that when he got on the train for Poston, he said to himself, made a resolution, "When I get there, I won't work no matter what they do to me. But after I got here I thought that I was a fool and went out and signed up on a crew to cut timber.) I think that is the feeling of many of them, that they want to do something.

Now another thing, at that Myers meeting he announced radical changes. Now I'm for those policies a hundred percent. But when it was announced it shook those people, left them feeling more disturbed than they were before. They felt there was no security. That's something that entered into this picture. There were all sorts of interpretation of his statements and this was shrewdly played on. The old fellows got the feeling that they would be sent one place and there families some place



else. That all entered into it.

I'm a hundred percent back of the policy of encouraging people here, especially the Americans, to get out. That doesn't mean that anybody's job here will be left, because there will still be a lot of people where who won't go, a lot of people here who can't go.

Any other questions?

EMPIE: I don't like to ask a lot of questions, but I think your talk to these people is what we needed for a long time. I think they have felt a little out of touch. We want the assurance that everything is being done to segregate and get these bad eggs out.

HEAD: I think that is the only solution. I think Gus is right. I think we should try to have employee meetings more often. I don't know you fellows, you don't know me. I think we should try to get acquainted. We have people from just about all over the globe. We have people here who were interned in Japan at the beginning of the war. I think we are beginning to weld into a group of employees that I'm pretty damned proud of. I think this may have been a tonic for us all.

I thank you.

GELVIN: I don't like to put the cat on anybody's back, but we're going to see what Vernon can say here to explain the employment situation.



KENNEDY: Things seem to effect Mr. Head much more seriously than they do me. He made the statement that they make him so mad that his hair stands on edge. (laughter. Then VK moves that adjourn for a few minutes to restore circulation. Everybody crowds out into sun, stand talking in small groups and smoking. Then called in again after about the end of three minutes.)

KENNEDY: All right fellow employees, let's get down to work. (calls for stenographer to take the minutes, saying statements here to be used as basis of outline for employment situation)

Labor and work is the backbone of every society and every <sup>civilized</sup> situation. And labor has been one of the big headaches in Poston, the result largely of the system under which we have been working, a system that I don't believe has ever been tried before, the system of evacuees and relocation in which we are trying to obtain <sup>obtain</sup> the semblance of outside employment within a range of <sup>thirteen</sup> nineteen dollars a month. The employment program should have been the first program set up in every relocation center. That is realized now. The second man hired in the new centers is the employment man. The first is the project director. In Poston, as other early relocation centers, the employment is like Topsy, just grewed. The result is tremendous confusion, over staffing of some departments, understaffing of other departments. Some departments heavily manned probably not vitally necessary to the community. That is a problem recognized by everybody, not only by the administration staff. It has been recognized by the evacuees



themselves. There has been a constant plea of "What shall we do about it." There has been a great deal of thought on the subject. About a month ago there was a meeting when all the employers and representatives of the evacuees were present. It was agreed at that time there was a shortage of about a thousand workers, in Poston under the setup with which we were working. We had constant calls for workers and had no one to fill the jobs. We realized then that Poston was faced with the same situation as that the nation faced. That is, not enough workers for essential jobs. We realized then there would have to be a system of work priorities by which certain key jobs would be filled first. We also recognized the fact that a lot of workers were working in jobs for which they were not particularly suited. We also recognized the fact that we had skilled persons working in mess halls and in other divisions where they made no particular contribution to the community as far as maintenance and food production was concerned. We also recognized the tremendous spirit of unrest circulating through the community. We recognized that there was no organization among the evacuees we could turn to that could put through a rigid and stringent work program. I was away at the time the work stoppage was put through last Wednesday, but when I returned we did a great deal of thinking. We realized that out of this work stoppage a great deal of good could come, that the administration would have to be put firmly in the drivers seat. The administration would have to control the nature of the jobs.

As a result of a great deal of collecting thinking,



we decided that probably the best solution was a major operation. We felt that the administration staff were intelligent enough and cooperative enough to go along with a program that would result with much better labor relations on the project and much more productive work being done. The result was that we drew up a clause. Mr. Head read it to you. I will read it again.

The work stoppage will be treated as a cessation of all previous employment on the project, and re-employment will be carried on through the Employment Office under strict WRA administrative regulations. Essential services will be continued and skeleton crews will be put on the other work projects.

That was read and discussed at a large administrative staff meeting. At that time everybody present agreed that the policy was good, that while it would cause a certain amount of confusion, if everybody got behind it it would work.

We thought that a normal return to work after the work stoppage, the workers would return to their old jobs and we would be right back where we were when this occurred. We thought the only way to do was to make a major readjustment at the end of the work stoppage. That is our job now. I am going to try to explain now and answer questions that will result in the simplest way of putting that policy into effect.

The policy that existed in the past was the pirating of employees. Each department had it's own employment office. They applied to the employment office -- there were no workers. So they got their workers in the only way possible. That was by piracy from other projects. The result was that the employment office didn't have work cards on many employees.



Timekeepers would not know how they got on the job or who hired them. There was no hiring authority. People went around and talked to men on the job asking them to come to work at this project. Eventually it was arranged through the time-keeping department to put them on the payroll. That program has been ended. All workers will be cleared through the employment offices. Also work specifications will be prepared for all jobs showing the need for the workers on the job and also the qualification for the job. I have in mind mess halls. The average mess hall job, with the exception of chefs and apprentice cooks, can be filled by women or by old people, not by young bachelors who would be better on the end of a shovel. So people in charge of mess halls should draw up their specifications limiting it to women or old people. There is no reason why young men should be out raking up leaves. People with these jobs under their control might just as well say, "These jobs are open to men fifty years and up." If this is worked out carefully, it should result in releasing for essential work the young men.

Now all essential services have been working during the stoppage. The warehouse, the hospital, the police and fire departments. It is proposed that they continue to operate. We have felt this work stoppage probably more keenly in our office and clerical work. It is proposed that office workers come back to work immediately. I think almost all showed up to work this morning. Some of them were sent home and asked to stay there until this new policy could be clarified.



In order to simplify this new program, the following is suggested. Before I go into that-- at the meeting yesterday it was agreed that the matter of setting up priorities, job needs and clearance be put in the hands of a committee of five: Mathieson, Nelson, Rulke, Empie and Findley. The individuals could meet with the committee themselves or send alternates. This committee would check up the manpower requirements. That the more essential services would be filled in the order of their importance. That office crews and skeleton crews would be set to work immediately.

(He then repeats what he said this morning to his own staff when they showed up for work, explaining the situation as follows: Your work as far as the records go has ended. The jobs in the employment office are going to be filled anew. We are sending to the employment offices a requisition for four clerical workers with certain qualifications. You may apply for those jobs. Others who would like to work in the employment office may also apply, and we will choose four workers most qualified to fill the position from those who have applied. Until the jobs are filled you will continue to work here on a purely temporary basis. We hope to make this decision in the next few days. In making this decision, your experience in this office will carry a tremendous amount of weight in making the decision. It also gives you an opportunity if there is another job you feel more qualified to fill, that you would like to fill, to apply for that. The same procedure will apply to every department, every job on the project.)



I think that if that is explained to the workers in each department, that the program will work easily. I think the slight hitch this may cause will more than repay you by giving you the opportunity to get more qualified workers, possibly to cut down your staffs, to not rehire people who<sup>you</sup>/may possibly have desired to eliminate. By the elimination and cutting down of many of the work projects, by the rewriting of specifications, it is anticipated that we should have available a great many people of the type that can do the essential and productive labor. I want to stress the point because I think everybody who has had to find men for the harder jobs realizes the difficulty. (mentions Wickershaws troubles in getting men for unloading at Parker; and Rupke getting men for heavy construction) I think they find there are no workers for those jobs because they have all found the softer jobs. From now on -- I think I have made the situation clear. The matter of setting it in motion requires some very intelligent handling. If it is done, we will be much happier in our work, and I think the employees will be much happier. A vital change like this is sometimes necessary for the patient; the patient is Poston.

I am going to ask now for questions. This requires collective thinking. If anyone has a better answer, please let us have it. When this is over the program will be a result of collective thinking. Everybody will be expected to cooperate because it is a program of us all.



EMPLOYEE MEETING, 25

POWELL: How much discretion will the employing individual have in choosing the workers.

KENNEDY: They will have full discretion. I will choose four employees from a pannel of employees applying for that job. I will work over their work history and experience. I will interview them. I will select the one I think is best qualified for that position. I may select the girl who is now filling the position.

PRESSMAN: Will that committee have the job of classifying jobs in the nineteen dollar class.

KENNEDY: As suggested yesterday, that is quite a point. There has been a great many requests that certain jobs be reclassified into the 19 dollar class on the basis of Sec. G, that employees doing extremely disagreeable heavy work and making outstanding contribution to the project be put in that class. There have been a number of cases brought up like that that are well worth considering. I think the committee might well take that into consideration.

HAAS: I have a few suggestions. The first is.

Kennedy: (interrupting) I'm always suspicion of Ted's questions.  
(laughter)

HAAS: First is: what is the general policy of the employment office. We all know that there is a work shortage on the



outside world. Suppose there were good lawyers among the evacuees. Would you recommend to the project director that one of us would do better in the outside world. Is part of the job on this labor thing, to see that some of us be shifted to the outside world?

Kennedy: (misunderstanding question) Yes, I think that is important. That if we see a man is an obvious miscast and would be more valuable elsewhere, that there be advise to shift.

HAAS: In part, I had in mind that if one of us were doing jobs that could be done by evacuees, that we be transferred to the outside.

KENNEDY: That would be entirely up to the director. The employment office is not interested in the Caucasian personnel.

HAAS: The reason that I bring that up is that one of the causes of friction has been that there are too many of us around. (laughter) Well I mean, II and III that have stuck out so gamely had fewer of us around.

KENNEDY: No, the employment office is just concerned with evaucee personnel.

HAAS: The second question is as follows.

KENNEDY: (laughing) I think this is the third.

HAAS: No -- the first one had a and b under it. The question is -- some of us have been very fortunate. My staff came to



me on Sunday and said they would all come back. I said that they shouldn't come back because I knew this sort of thing was in the program. On the Saturday before I left, all the members of my office staff were working and Mr. Rukke had an emergency problem. His girl had already gone. Mr. Parnell came to me on behalf of Mr. Rukke asking to borrow my girl. So she went in and helped Mr. Rukke. What I want to point out -- some of us have in our employment relations good fortune in getting hard work from our staffs. -- This is certainly your job -- isn't it the purpose of your office to try to guide us in connection with employees. Some of us can get people to work hard for us.

KENNEDY: The employment division as set up in WRA --- incidentally WRA recognizes employment as one of the major divisions -- makes it a peculiar set up. Referring workers to the jobs are one of the minor points. I'm sorry I do not have the job specification sheet for my job. It requires keeping a great deal of employee statistics, and the greatest part of it is labor relations and personnel work. It not only helps workers to find jobs and employers to find workers, but it also does a good deal of personnel work. It requires the keeping of production sheets and the working out of all labor relations work with various employers, heads, and various work divisions.

ANDRIESON: You said skeleton crews. What do you mean by that ?



KENNEDY: Enough people to carry on the vital work of your department, to give you time to work out your job sheets and personnel requirements and consult with the Personnel Committee. The skeleton crew will consist of enough to keep your job rolling. The faster you draw up these specifications and get them in the hands of the Priorities Board, the quicker you will get settled.

I was going to bring in an analogy on man power. Man power is like dollars, only a certain amount of it. We can't squander it. We draw up our labor situation just like we draw up our budgets. So we go before the board exactly as I went before Mr. Empie with the budget for my department -- and I had to justify it. The same procedure will be used in the manpower situation. So you have to estimate just about what you want, figure decline or growth of manpower in your department over the quarter, then go before the Board and justify it.

BRERETON: Suppose you have just started training people and just gotten them to the point where they know what they're doing? Do you have to do the same thing?

KENNEDY: Yes. It's a clean sweep.

JAMES: My question is, where we have groups that have come through a period of training, can we put in our job specifications that such training is necessary.

KENNEDY; Yes. (passes question to Miss Mahn, who in turn passes the buck to Powell)



EMPLOYEE MEETING, 29

POWELL: It's a form intended to go along with the requisition form. Then you give the worker who comes to you first -- and most of them do that now -- a slip that says, "Please interview so and so for the following job, and if you have people better qualified please send them to us within 24 hours."

JAMES: In our job specification sheets can we say preference should be given to such and such a person because he has completed so many weeks training under me?

KENNEDY: Yes. I put in a requisition saying, "I would like to interview -----, and whoever else you may have in mind."

PRESSMAN: This isn't a question but an observation. I think it well to bring it out that where we have to depend upon evacuees for certain important jobs, they be recognized as agents of the Caucasian employer, not just as errant boys. I frequently feel embarrassed when men in my own department say, "You take care of that, doctor. They wouldn't like it if I went." They can't feel any integrity or any pride in their job if are always being shuttled around. So I suggest once I have accepted them -- of course you have to trust to my judgement-- that they be treated just as courteously as if I were presenting the request or idea. I think that is primary.

KENNEDY: Have you ever seen any personnel charts or job set-ups. I think everybody should do that, because that



that shows just where lines go. It is the job of the personnel department to help any individual that wants to show the set-up in his department.

CARY: Just before this incident occurred, one of the men in my department went to another department on a matter that was vital to the ongoing of our department. He was practically insulted, made to feel he should not have come there. He came back very much upset. It seems to me that in organizing our work organization this should be taken into consideration.

KENNEDY: I think M., that the whole point brought up by you and Dr. Pressman is that often we have done a very bad job of organizing. We have insisted on making all the decisions and all the mistakes. The mark of the executive is that he can delegate authority.

M. Burge: I think we should clarify II and III in this reorganization. There are going to be certain jobs that people in II and III would like to have a chance at. But still no thorough reorganization is now contemplated for II and III.

KENNEDY: That's true. Though a sound labor policy for all Poston is necessary. When reorganization is completed in Poston I, if it works well, then it can be presented to II and III so there is a uniform policy throughout Poston.

EMPIE: The crux of the situation as I see it, while it's fine and dandy to have these situations filled with evacuees -- and



I might say here that I have felt that if we get bad ones out we could run it that way --- I think we must have some assurance that they won't be intimidated. Until then, we can't depend on them.

KENNEDY: Right now the great bulk of jobs have to be filled with evacuees. As these key jobs come up, it seems to me the job of the division chief to decide whether it best filled with Caucasians or evacuees. The Project Director should settle the matter. If he consults me, I shall be very glad to sit in.

POPKIN: There is the question of training an evacuee for a responsible place and then finding that evacuee is given an opportunity to go outside. Of course you don't stand in his way, but it is discouraging to train these men for responsible positions when the chances are you may lose him at any minute.

KENNEDY: That's true in any place. (Tells of situation in California where state departments finally taking stenographers right from school. After the girls had worked a month or so there, they had experience and could go to airports and get jobs at 135 dollars a month. The feeling was that the state offices were just training schools for airplane companies.) That is normal all over America today, training workers and then having them taken.



BRUGE: I would like to give the answer. According to Mr. Dillon Myer, we are supposed to train them to go outside.

KENNEDY: It is a patriotic duty to do that because there is a great dirth of trained workers outside. It's true among the departments too. We train someone in our particular division and then something opens up in another division.

BRERETON: How about the emotional reaction on this. I know a lot of the youngsters will feel that we are doing this just to get even with them for the strike situation.

KENNEDY: This is not taken as a punitive measure. I think I can explain it to everyone of the people in the employment division. I think each one of us can explain it to those employees we are in close contact with. As a matter of fact, there was as much movement for this on the part of the evacuees as on our part.

GELVIN: Do you have any provision so that someone working for Bob Rupke on heavy construction can't just up and quit his job and go to work on an easier job.

KENNEDY: I know of nothing to handle that, except that the clothing allowance, three day loss of pay, perhaps enough labor supply, routing of men through the employment office, time keepers refusing to put man on payroll until receives work assignment. Also it is at your discretion whether you want to hire an employee with a bad work record. It is our idea here in Poston to make work attractive.



GELVIN: I don't think there has been any honor about pirating workers.

RUPKE: This is in connection with advising the Japanese of this new policy. Most of them won't understand the mechanics. I think you might explain to them the employment situation on the whole project is not right. I think they will understand that line right away.

KENNEDY: The reason I have asked that notes be taken, so that we can call on some of our literary lights so that we can draw up a pamphlet as brief and clear as possible. Perhaps one side in English and one side in Japanese, and circulate it widely. I think one of the causes for this outbreak was lack of wide circulation of information. This is true of both the Administration side and the Japanese. I think a lot of the Caucasian staff do not understand thoroughly the administrators plans and policies and procedure.

POPKIN: Do you know what time it is?

RUPKE: How are we going to get started. Are you going to prepare these job sheets.

KENNEDY: That is going to be largely the responsibility of Miss Mahn. The employers can prepare a list of their needs. If they need any technical advise, Mr. Empie can give advise. Miss Mahn will help. And the committee of 5 -- I hope they will make announcement of office hours before we adjourn. I



think we can clear this up in a few days.

MATHIESON (?): What if a whole group comes out and volunteers to go to work. What do you do?

KENNEDY: I suppose you could consider them a skeleton crew on a purely temporary status.

The whole point of this is that there are going to have to be new job specifications written up. Therefore if your entire old crew come back and you put them to work, we might as well say, "Let's just go back to where we were." So it may put you out for a day or two, but it would be worth that. (Gives some advise as to priorities, saying warehouse and transportation might be first, go on from there)

RUPKE: Will the employer state definitely at the time he does the hiring what the wage will be?

KENNEDY: That will be on the job sheet.

PALMER: Will the employer have final word on the men you send over?

KENNEDY: The employer has final say --- there are two forms that may be used. You can say, "Refer five laborers to me for interview" or "hire five laborers for me." If you say, "refer" you do the employing.

HAAS: Cary brought attention to the fact that Ogawa who held an important position in the education department was not treated



right. Mr. Ogawa was acting as chairman of the council. His actions may have been affected by that. Since I came back Saturday morning I have had valuable contacts with evacuees. One of the points raised was that some of us ~~treated them~~ have not treated them, in their opinion, as they think they should be treated. I'm bringing this thing up because the president of the country said these things. If democracy means anything, it means a man's color and race mean nothing. And I think that the majority of the people here are loyal American citizens. One of the ways to show that is to treat them as loyal democratic people.

KENNEDY: If the priorities board decides he needs those workers, he can call the workers back.

RUPKE: In order to get the workers project going as soon as possible, we declared office hours just as soon as we can get our office workers back. (priorities board)

KENNEDY: Office workers are OK. Get them back. I instructed the committee last night to send office workers to work this morning. They will go to work on a temporary basis.

EMPIE: I raise a point on that. The committee were told who was to go to work and we weren't. The last I knew, late yesterday afternoon, no workers were to come back. On the basis of that, I told all of them who came to work in my office to go home. And I don't intend to have them until I get the job sheets set up.



<sup>?</sup>  
Burge: What is the case if you have a group of people who never went out?

KENNEDY: That is being considered now.

(Others interrupt: "He's in Camp II)

KENNEDY: Camp II and III are not affected.

CRAWFORD: I would like to ask a follow up question for Mr. Burge. We do have a few who did shut down. Should they be handled the same was as in Camp I?

KENNEDY: Can you handle that there while w're working the thing out here in Poston I?

(Kennedy asks for show of hands of those who think they can try to go along and cooperate with this program. Apparently all or most of hands raised. Kennedy says the meeting is adjourned. Then Palmer raises question about temporary status of those who come back to work. Hear no answer to this.)

MEETING ADJOURNS.