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## HISTORY OF THE EMPLOYMENT DIVISION

As requested I am submitting herewith a history of the Employment Division of the Colorado River Relocation Center from May 9, 1942 until November 1, 1943.

For clarification I am dividing this report into five sections.

- Section I - Project Employment
- Section II - Relocation
- Section III - Camouflage Net Factory
- Section IV - General
- Section V - Personnel

It must be remembered that with the exception of Mr. Frank Takemaga, Manager of the Block 27 office in Unit I, no one now employed in the Employment Division was employed in the early days of the project. All of the appointed personnel now employed were employed after January 1, 1943. While an attempt has been made to make this report as extensive and as correct as possible, we have not had sufficient time to conduct the necessary research to make this report without flaws.

### SECTION I - PROJECT EMPLOYMENT

The employment work at Poston started before evacuation. At the time of the first registration on the West Coast preceding evacuation, the evacuees were required to fill out the Social Data Registration forms. This listed the individual's chief abilities, his preferences, his training and background. They were advised that when they got to the assembly centers and relocation centers that the Social Data Registration forms would be used for classification of workers for essential jobs. While some of the information given by the individuals was incorrect, it was the beginning of an attempt to make selective job placements. Unfortunately, due to the emergency situation, many persons were placed into positions on a hit-or-miss basis because time would not allow the opportunity for careful selection, and records were not complete enough to make selected placements.

The Employment Department at Poston was started two days before the first train arrived. Miss Kathryn L. Malm opened the office in Block 36 of Unit I. Later sub-offices were opened in Units II and III when the Employment office was supervised by Community Services and the general administrative work of the Employment Department was finally moved to the administration area in Block 33 when it became a separate division. Details of the formation of the offices are submitted in Exhibits "A", "B" and "C" attached to this report.

Realizing that it was essential to have a functioning employment office in each unit, the offices were organized to fill this need. All basic em-



ployment records and other pertinent information regarding the individuals were compiled, analyzed and reduced to functioning card systems for them to effectively control the filling of job opportunities.

When the evacuees arrived at the project, they went through an intake procedure. At this time they were also requested to sign up for the Poston Work Corps which had been established by the WRA.

Inasmuch as employees were paid \$12, \$15 and \$18 in accordance with an administrative order, they lacked the normal incentives which do exist in outside situations. The Work Corps had been established and the individuals signed a pledge to work eight hours a day for the duration of the war. Many persons signed these pledges without realizing the seriousness of the request and this, plus the confusion of evacuation, helped create a very tense situation. For this reason and because of the new relocation policy announced by WRA, it was necessary to abandon the Work Corps method. The Employment office assigned workers to jobs on a mass scale at the beginning and thus little pre-selection by abilities or experience was achieved. Also, workers were hired for jobs that had to be done quickly and thus first choice of positions was given those who arrived on the project in the early days. An example was kitchens which required chefs, kitchen workers, waiters and dish washers immediately, and which "drafted" evacuees practically as they stepped away from "Intake". Many of the top positions in numerous administrative sections were filled by the early arrivals, and the later arrivals, although some were more qualified, had to accept what positions remained, many of them not fulfilling their qualifications. Persons would report to work without proper certification and as a result the Employment Department lost control of the workers. The Timekeeping Department did not rely upon the Employment Department's records, and they took the word of various foremen with the result that there was much confusion between the records of the Employment Department and the Timekeeping Department. An attempt was made to follow an occupational analysis of workers but this was not successful.

It is interesting to analyze this situation. First of all, the information on the individual work cards was incorrect due mainly to confusion and wilful misinformation brought about by the frustrations and the resentment on the part of the evacuees to the whole evacuation order. They had little desire to cooperate and when the first shock of the arrival at the relocation center was dissipated, there was a great deal of dissatisfaction and resentment which came to light when persons were asked to work.

Second, as is true of other minority groups that have been disrupted, there was a desire on the part of individuals to try out new vocational opportunities, and many persons looked upon the job vacancies in Poston as a chance to try a new vocation. Others did not want to work at their old jobs and deliberately falsified their records to show they were not qualified to fill positions. As a result we find many persons listed as salesmen who really had not experienced this training in the past. On the other hand, many persons were finally given an opportunity to utilize their previous training. Prior to evacuation discrimination on the West Coast prohibited highly trained persons from entering their chosen field of work.



Third, the lack of emotional stability, no work incentives, poor supervision, inefficient supervisors and the misunderstanding between supervisors and employees contributed greatly to the confused employment picture. Due to the emergency situation, there had been either emergency planning or no planning whatsoever with the result that many persons were misdirected. Employers hired, at first, whomever they could get, with little or no regard to qualifications.

Fourth, due to the inability of the Issei to speak English, many Nisei were hired but few Issei were hired. When we learn that Japanese culture and family life is guided by the head of the family who is Issei, we can understand why the Issei resented losing control of their children and the situation. The Issei felt they were being discriminated against and felt neglected as well. Some of the foremen looked upon the evacuees as prisoners of war and even many of the evacuees thought they were. Inasmuch as the Issei were enemy aliens, many thought they did not have to work. The Nisei felt that their citizenship was worthless and this entered into the picture. Finally, many of the Nisei, while very capable, did not have the matured stability necessary to carry them through this disruptive period. If more Issei had been hired, it is quite possible that there would have been better control.

Fifth, the physical discomforts of heat, dust, poor management and physical privations had a demoralizing effect upon the workers.

This formative period took place from May to August. Then came the first announcement from Washington of a definite employment policy, with the establishment of a pay scale; \$12, \$16 and \$18 a month. Along with this, persons began to apply pressure. The order was "work or no pay" and if evacuees did not work they were to pay \$20 a month subsistence. This latter order was never enforced but it remained on the record and was used as a threat to the workers. There were apparent injustices in wage assignments. They tell one story of a drummer boy who was getting \$18 as a professional while his father, clearing mesquite, was only receiving \$16. This brought about a plea from the evacuees for a universal wage scale. Prior to the new instruction, workers had been paid cash advances for the essential jobs with the exception that various profit-sharing enterprises were planned. This new policy disappointed this hope.

An attempt was made for better planning of work opportunities. Due to the many demands for workers, the pressure to get everything started at once, and the large number of workers available, the individuals were fitted to the work and not the work to the individuals. While this was essential in many cases, ambitious plans were formulated that overtaxed the supply of willing workers. Each department had a great deal of freedom in planning its own program without much consideration of the entire project's needs. Due to the lack of centralized control, there were all varieties of jobs created and available and a dissatisfied worker could terminate his employment and easily find something else. Secondly, there was a tendency on the part of evacuees to take the easiest jobs available with the result that many essential operations were left unfilled and many of the non-essential jobs were over-staffed.



While it was the policy of the WRA and the Indian Service to use only appointed personnel in key positions, dissatisfaction resulting from the confused employment picture caused department heads to hire casual labor to fill their needs. This added to the insecurity of the evacuees and did not correct a disrupted employment situation.

On September 16 Mr. Vernon E. Kennedy was appointed Director of Employment and the Employment Department was elevated to an Employment Division responsible directly to the Project Director. Details of this move are described in Exhibit "D". The new Employment Division was established in the midst of this tense situation which also had responsibility for labor at the Camouflage Net Factory which was subsequently established and which will be covered under Section III of this report. The new employment chief had many serious problems to solve and did not have time to work out the basic approach.

The Fair Practice Committee was elected in the fall of 1942 by the members of the Work Corps. For an equitable representation on the committee, the Work Corps was divided into seven occupational groups; each group electing its representative to the committee. The professional workers, the managers and supervisors' groups each elected three members. The seven groupings were: professional; clerical and sales; industrial; community service; agriculture and horticulture; mass; and managers and supervisors. The breakdown of these groups is described in Exhibit "E". An Order of Merit was established with the Fair Practice Committee to serve as a work incentive, with Certificates of Merit to be granted to the individuals deserving them. The next two months were utilized in an attempt to right the employment situation. Likewise, during this period the anti-administration elements of the evacuee population became organized and Issei resentments accumulated. This and many other factors contributed to the November strike which this report will not attempt to cover. Attached as Exhibit "F" is a report on the employment situation as of November 30. As a result of the strike, an agreement of understanding was reached with two important moves involved. First, the establishment of a Central Executive Committee and second, the establishment of a Labor Relocations Board. During the strike all workers were terminated, with the exception of emergency crews, and later were re-hired, making full use of the employment records available. This did not satisfactorily solve all the problems. It was an important step toward the assignment of qualified workers into essential positions. The next two months were utilized in the development of this new program. Early in March a Manpower Conference was called to discuss the entire situation, with a result that a Manpower Commission was established representing all three units. The Commission carefully analyzed and studied the entire employment situation and attempted to establish controlled quotas. Essential jobs were reclassified and established at the \$19 rate, with the result that when the Commission finished its work, nearly 50% of the workers on the project were receiving \$19. During this period relocation was getting under way with the result that many of the Nisei leaders left the project to establish themselves on the "outside". This afforded the Issei opportunities for more responsible positions; tension was decreased and the age level of the workers increased. There was also a noticeable increase in the use of the Japanese language among the community leaders because Issei succeeded Nisei as



councilmen and block managers.

On June 21 the Project Director received instructions from WPA in Washington to establish an over-all quota for employees at 5600 with an allowance of 10% for emergency work. This order further stated that not more than 15% were to receive \$19 plus an additional 5% for extremely disagreeable tasks. The instruction further requested that job descriptions be submitted for every job on the project and provided for a system of job classifications. Many departments had already written job descriptions but this was the first move to establish the method as uniform for the entire project. When the order was received, there were 7,740 workers employed out of a population of 13,733. The order allowed three months to accomplish this move and steps were immediately taken to reduce the number of workers. By August 1, a 10% reduction had been effected and quotas were established to assure that this reduction would remain in effect. Due to the segregation movement, the final reductions were delayed but when a recapitalization was made October 7, the labor force was found to have been reduced to 5700 workers out of a population of 13,100, largely because of segregation and relocation movements of workers from the camp.

This move afforded the Employment Division the chance to establish a rigid control for the hiring and termination of workers. Quotas were assigned to the branches who, in turn, assigned section and departmental quotas. Control cards were established in the unit offices and workers were not assigned unless a vacancy occurred. With the slowing down of assignments, it afforded the unit offices an opportunity to use care in selecting replacements. Department heads were required to submit requisitions for workers and to justify their needs. Likewise, terminations were more rigidly controlled, and there was a noticeable decrease of turnover. The Washington Office asked that employment quota schedules be developed for every job and every department on the project. This was done and these schedules were transmitted to Washington in November. Likewise, this material was planned for constant use in the operation of daily functions. This whole review and revision has greatly improved the employment picture. However, it has not satisfactorily solved all the problems. There are still many essential positions that are not filled at the present time. However, this is caused by the fact that employers are not obtaining a full 8-hour day from all workers. When this is accomplished, the essential positions may be filled. If they are not, the whole project program should be reviewed with an eye to reducing certain minor phases of the program to meet the available manpower on the project. Another solution to this problem would be the development of an in-service training and a vocational training program for the entire project. A vocational guidance counselor has been employed on the Education staff and has already taken steps to set up vocational training opportunities. There are plans to enlarge this whole program as rapidly as possible and should have a very healthy effect upon the employment situation.

Relocation has added to the problem of project employment. As would be expected, in the majority of cases, some of the best trained persons are leaving the project for outside employment. This is very disruptive to the smooth operation of the project and as the relocation program develops,



this will become an even more serious problem. However, since the first aim of the War Relocation Authority is to relocate as many evacuees as quickly as possible, the training program and the reduction of the present work program is the only solution to a decreasing labor force. Finally, to accomplish the first aim of the War Relocation Authority, namely relocation, it is highly desirable from the standpoint of the welfare of the evacuees that the training program be so coordinated that a person will receive his training, then be placed in a project position for experience preparatory to relocation. The lax work conditions on the project prior to this latest revision has had a very noticeable effect upon the evacuees which became evident after they have relocated. Prior to evacuation, they had a splendid reputation of being a highly industrious group of persons. The lack of incentives, poor work habits and spotty supervision has weakened them and they find it quite difficult to re-enter the stream of life. The reorganization of working standards showed noticeable improvement in this regard.

## SECTION II - RELOCATION

From the beginning the relocation centers had been considered by the War Relocation Authority as temporary way stations in the entire process of resettlement throughout the United States. Early in the history of Poston, it became evident that this policy was not fully understood by many of the department heads. Secondly, due to the confusion of the evacuation movements, the lack of clarity on the part of War Relocation Authority policy regarding relocation and the mechanics involved, there was a long delay in the furtherance of this program.

Even though leave clearance procedures were established early in the history of the WRA, the first noticeable step was taken in February and March, 1943 when a mass registration was conducted to get pertinent personal information on each individual involved. Following this registration, Supplement 9 of Administrative Instruction No. 22 of March 27 reached this project granting authority to the project director to issue indefinite leave to residents if they did not fall in certain restricted categories. There was a strong desire on the part of many individuals to relocate and this instruction gave them the opportunity to do so. It was essential for the Employment Division to establish quickly necessary mechanics to effect this program.

An Outside Employment Department had been created in the Employment Division and the Leave Section was rapidly expanding. The staffs of the three unit offices were likewise enlarged to handle this problem and the work of these offices was coordinated with the result that incoming employment offers were immediately publicized in three units. Applications were accepted for these offers in the unit offices and the necessary papers were filled out. They were then sent to the project office for review and when a person was found eligible for relocation, he would be notified and final plans were made for his departure. Before a person could relocate, it was necessary to have an approved job offer and certification that the area in which it was located would accept evacuees and that the evacuee himself was



not in one of the restricted categories. The details of this setup are set forth in a memorandum submitted as Exhibit "C".

It soon became evident that the new department would have to be created to handle the arrival and departure of the evacuees. Consequently John G. Hunter was charged with the responsibility of setting up the arrival and departure station. All necessary papers finally accumulated in this office, and it is the last appointed contact the evacuee has with the project before he departs. Here he is given his leave permits, written instructions and final arrangements are made for the care of his baggage. It was likewise necessary to develop a baggage crew to pick up the relocatees' baggage to see that it was properly transported to the Parker railhead. Since the WRA would assist the evacuee in the shipment of his freight, this involved a great deal of paper work and the Departure Station assumed this responsibility.

When it became evident that the potential relocatees were woefully deficient in a factual understanding of the United States, a Relocation Library was developed under the guidance of Mr. Ichiro Nakajima. All available sources were tapped to secure resource material for the library. This included periodicals, magazines, newspapers, maps and other factual data. As soon as sufficient material was on hand, the library was officially opened July 13 in Unit I. Shortly thereafter a second library was established in Unit II and the library in Unit III has been formed. The Relocation Division was greatly aided by the work of Mrs. A. W. Fishburn and Mrs. Hugh Felsted, high school teachers, for their work in organizing the library throughout the summer.

In order to stimulate an interest in relocation, evening meetings were held by quads throughout the project to present the factual story of relocation opportunities throughout the country. In the meantime the relocation officers' staffs were enlarged and many new relocation offices were established throughout the country, ultimately reaching a maximum of offices in 45 cities. With this broad coverage, the incoming offers were greatly improved in quality and the quantity increased. A survey was conducted on this project to determine the abilities of those persons interested in relocation and this digest was sent to the relocation supervisors for their understanding in submitting sample offers to this center. A daily employment bulletin was inaugurated to keep the residents fully informed of employment opportunities. Many stories and announcements were made through the medium of the Poston Chronicle and finally a weekly newsletter was prepared by Mr. James Yamada for distribution throughout the relocation offices to keep them informed of the desires and needs of the potential relocatees remaining on the project.

It was early evidenced that appointed personnel were badly needed in the unit offices to stimulate relocation. When it became evident that no additional appointed personnel would be available for this work, the project office reviewed the functions of the appointed personnel with an eye to assigning one individual to supervise each unit office and to counsel the evacuees regarding relocation. To supplement this work, assistant relocation advisers were selected from the evacuees and a program of individual counseling was inaugurated.



In addition to the general functions of the Employment Division, it was called upon to handle and cooperate with special recruiting campaigns for the army. In February, a general drive was made for volunteers for the combat unit. By September 20, 1943, 236 had volunteered for the armed forces of the United States; 206 for the combat team, Camp Shelby, 12 for Military Intelligence Service Language School, Camp Savage and 18 doctors for commissions. On January 1, 1944, 115 had been given indefinite leave to enter the armed forces. Others had left on seasonal and indefinite leaves to accept employment and were subsequently inducted.

A drive was made shortly after July 1 to recruit suitable candidates for the WAC's. The preliminary survey had been made in March and much interest was manifested at that time. However, when the actual drive took place, while there was a great deal of interest, very few persons actually signed up and many others who would sign up were not eligible. The final figure for those acceptable has not been announced by the recruiting office in Phoenix.

In Exhibit "I" attached is a complete history of the Outside Employment Office. In Exhibit "J" there is a history of the development of the Leave Office. In Exhibit "K" there is a history of the Seasonal Leave Section of the Outside Employment Office.

### SECTION III - CAMOUFLAGE NET FACTORY

The Camouflage Net Factory was started through the cooperation of the U. S. Army Corps Engineers and the War Relocation Authority. The Engineers constructed the buildings on the project as follows: two weaving sheds, a cutting shed and a warehouse at Camp I; two weaving sheds at Camp II and one weaving shed at Camp III with a total capacity for 1000 workers. The buildings went up in November, 1942 after a survey was made in the various camps to learn the number of workers willing to do the work.

The Engineers brought in all equipment and materials including the ungarnished or "raw" nets and hurlap strips. The army contracted the operation of the factory to the Southern California Glass Company of Los Angeles which had charge of production under supervision of the Army of Engineer officials and inspectors.

About this time the cotton picking at Parker Valley fizzled out, due in part to difficulties in formulating distribution of picking earnings, and because the War Relocation Authority ordered picking stopped after community protest was raised. The incident of November, 1942 took place at the project and following this, work at the factories was considered in earnest.

In December, interest was revived in the camouflage project when an inspection group of community and administrative representatives went to Gila where the factory had been operating for three weeks. On this trip of December 29 were Franklyn Sugiyama, Chairman of Unit I Council; Frank Kawahara, Chief of the guayule project and Chairman of the Works Committee of the Council; George Coo, Executive Secretary of the Fair Labor Practice Committee; Jimmy Takeshima, Chairman of the Finance Committee of the Unit III Council; T. H. Haas, Project Attorney, and V. R. Kennedy, Chief, Employment Division.



Opposition to the project was raised in Camp II and III and there was confusion about whether the residents were considered prisoners of war and could work in a war products enterprise. This opposition was finally neutralized after 200 workers were hired on a trial basis and all exceeded 60¢ an hour and the Community Councils of Units I and 2 voted to back the camouflage factory. About this period the difficulty arose with management to secure an agreement for them to maintain sanitary conditions and approve an arbitration committee suggested by the workers. This preceded a series of difficulties with management to secure cooperation from the workers.

About the end of February, 1943, the factory was progressing exceedingly well and with only Unit I in operation, the total production was 400,000 feet daily with the weavers averaging 1700 square feet and 10 per cent of the crew more than 2,000 square feet daily. A total of a million square feet was expected at full operation. At this time it was noted that the evacuees who were paid \$4.50 a thousand square feet were saving funds from their earnings to accept outside jobs.

Early in March the plans were started to split the "melon" of the trust fund established as a result of an agreement between the workers and the various communities that a certain percentage of their net earnings would be contributed to the general welfare. In Units I and III the percentage was 35, in Unit II approximately 40%, which would be distributed to project workers on a basis to be established by the councils which started study of all jobs in the center to determine their relative contribution to project welfare.

On March 22 it was reported that 500 workers were employed in all three camps with Camp III opening in the second week in March with 150 workers. All were working according to a contract dated February 15. Late in March difficulties were encountered in lack of sufficient number of supervising Army Engineer personnel to meet the increase in the number of workers and despite the fact that the crews were reaching outstanding proficiency, some of them attaining 4,000 square feet a day, there were some shutdowns. The workers requested the Army to hire some of their number to be inspectors but this was rejected by the Regional Office in Los Angeles.

This preceded the dispute with management over method of payment of the non-weaving workers. On April 4 the shop committees of I, II and III met with Mr. J. E. Stahl of the Southern California Glass Company, Mr. Shaw of the Los Angeles Engineers Office and Captain Finney, Resident Engineer, until 3:30 a.m. the next morning. The difficulty arose because the management computed the average wage of the non-weavers as that attained by dividing the possible number of working hours into the gross earnings of the weavers during periods when there were shutdowns due to lack of engineer personnel and later, materials. The workers maintained that the average wage should be determined by the actual number of hours worked into the gross earnings of the weavers. In other words, if a crew averaged 2,000 feet in 8 hours of an 8-hour day, earning \$9.60, the workers method of computing the pay would be \$1.20 per hour, whereas an employer would take 8 hours as a basic work day and pay the non-weaving worker \$1.20 per hour. The engineers backed the stand of the employers and a compromise was forced whereby the weavers were given a



definite percentage of the total earnings of the weavers. This period was followed by rapid deterioration in production although a million feet had finally been reached. About the third week in April the weavers in Camp I and II sheds were laid off because of lack of raw nets and Unit III was to continue until supply of nets was exhausted. This was followed by an indefinite shutdown and the agreement reached in early April between Hiroshi Iwano, Shop Committee Chairman, and John E. Stahl had not yet been reduced to writing.

Early in May the factory again started briefly but then was followed by a permanent shutdown and the strips which were stacked high in the Camp I factory yard were being hauled away and all that remained were the buildings. The contractor finished up his computation and moved out. At the end of the year (1943) there were no announced plans for re-operation of the camouflage plant.

The total earnings of the camouflage net workers were paid into the trust fund and the contractor paid the Treasury of the United States subsistence for the workers employed at the camouflage plant. The latter system was determined by WRA first as \$5.00 per week or any fraction thereof, but later was changed to \$1.00 per day per worker.

#### SECTION IV - GENERAL

In addition to the two main functions of the Employment Division, namely project employment and relocation, there are many supplementary services required to fully perform the main functions. One important department is the Census Department and attached as Exhibit "I" is a brief description of the functions of this department.

The second department is the Population Bureau and the functions of this department are covered in Exhibit "II". The third department is the Statistical Department working in close cooperation with the Population and Census Departments and the Bureau of Sociological Research. The function of this division is to maintain all statistical records pertaining to the whole division. This includes monthly reports regarding project employment, available labor force and those actually employed; maintaining weekly and monthly charts showing the development of the relocation program, and when time permits, conducts surveys and studies to determine the interest of the residents regarding relocation. Attached as Exhibits "III" through "T" are reports that clearly show the scope and work of this department. The fourth department is the Photographic Studio which was originally established under the Reports Officer but later transferred to the Employment Division since the bulk of the work of this department is to secure photographs of departing evacuees for Indefinite and Seasonal leave identification cards. In addition to this work, they photograph the appointed personnel for similar identification cards and when authorized by the Reports Office, they take pictures of certain specific social functions such as weddings, picnics and other groups. The fifth department is the Station Office. This office was originally established under Mr. Len Nelson, Assistant to the Project Director, but was transferred to the Employment Division when Mr. Nelson was assigned as Unit Administrator



in Camp I in June, 1943. While ration books are not required on the project, this office does maintain the necessary records to supply persons with shoe stamps when they become eligible. Secondly, it is the responsibility of this office to see that all the departing evacuees have the necessary ration books to maintain themselves on the outside. In addition to this, they handle all requests for gasoline ration books and work in close coordination with the ration board located in Parker, Arizona.

#### SECTION V - PERSONNEL

Due to the physical structure of this project, it was necessary at the peak of operations to maintain four offices which comprised the Employment Division, the three unit offices and one project office. Throughout the history of this division, twelve appointed personnel have worked in the division with a maximum force of six persons carrying on responsibilities at one time. In addition to this, the maximum evacuees necessary to carry out the functions of this division was a total of 137. Since the entire function of the division was closely related to the personal interest of the evacuee, it has always been the policy of the division to utilize evacuee employees as much as possible. In the early formation of the department, Miss Kathryn Mahn was in complete charge of this work. On September 16, 1942, Vernon R. Kennedy was appointed as Director of Employment and shortly thereafter he secured the services of Miss Mary Atalca to work as a Leave Officer. Early in 1943 Mr. W. E. Rawlings was assigned to the project by the Washington Office but shortly left for work as a relocation officer. Mr. Rawlings replaced Miss Mahn. In February Mr. Kennedy secured the services of Mr. John G. Hunter and Mr. Ernest Henderson as Leave Officer and Assistant Leave Officer. On March 5 Mr. Edward Rossoff was appointed as Senior Administrative Assistant of the Employment Division. On March 11 Mr. Giles L. Zimmerman was assigned to Poston by the Washington Office for training and experience preparatory to his assignment as Relocation Officer covering the Michigan area. On April 3 Mr. Ralph Dremmen was employed as Placement Officer and on April 5 Miss Dorothy Stevick was employed as an Assistant to the Chief of the Employment Division. On April 7 Mr. Kennedy was transferred into the field and later became Relocation Supervisor of the Kansas City, Missouri territory. Mr. Zimmerman filled the vacancy created by Mr. Kennedy's departure. Miss Atalca was taken ill in June, 1943 and Mr. Allen Cushman who had been previously hired as an escort was appointed in her place. Mrs. Lucille Barrett was employed as a special escort from February 15 until June 30, becoming an official escort from August 1 to date. In October Mr. Charles E. Olds was assigned to Poston by the Washington Office to act as a Relocation Adviser.

On March 1 Mr. Henderson and Mr. Hunter were handling the work of the Leave Office. Miss Atalca as assistant to Mr. Kennedy, was covering many responsibilities. After Mr. Rossoff and Mr. Zimmerman arrived, the entire division was reorganized for a better delegation of responsibilities. During this period Mr. Henderson transferred to the Gila Relocation Center. Mr. Dremmen, while hired as a Placement Officer, was put in charge of the Leave Office and Mr. Hunter was devoting his time and attention to the development of the Arrival and Departure Station, as well as securing necessary supplies,



material and equipment for the expansion of the Relocation Division. When Mr. Hunter completed his work of establishing the Arrival and Departure Station, it became advisable to transfer Mr. Brennan to Unit III. Mr. Hunter was then given the responsibility of Leave Officer. In the meantime, Miss Steviak assisted in reorganizing the office procedure to effect efficient operation and to afford the office workers an opportunity for in-service training. Miss Atalon who had been working as an Assistant Leave Officer was given the responsibility of operating the Arrival and Departure Station.

Due to the isolation of the project, military and WRA regulations, it was necessary to employ an escort. Mrs. Barrett and Mr. Cushman were secured for this service. This was necessitated by the fact that the most efficient means of departing from the project was by the Santa Fe Train to Cadiz, California and then east-bound on the main line of the Santa Fe. Since travel in the State of California is restricted and military permits are a necessity, it is obligatory that all persons be escorted while traveling within the state. In the meantime, Mr. Kossoff, in addition to his many functions as Assistant to the Chief of the Division, was supervising the Unit I Employment Office. Additional responsibility was given to him when it became feasible for evacuees to be considered as applicants for civil service positions. Mr. Kossoff was authorized to handle this work which involved supervision of tests as well as certification of clearance and abilities. When Miss Atalon terminated because of illness, Mr. Cushman took over the responsibilities of the Departure Station. Mrs. Barrett, who had been used for special escorting trips, was employed as a full-time escort.

On July 5 Miss Steviak was detailed to the Project Director's office as his assistant when the vacancy occurred there.

On October 1, a change was made in the Washington Office, dividing the work of the Employment Division into two sections; a Personnel Management Section under the Administrative Division and the establishment of an independent Relocation Division. This split reached this project the latter part of October and as a result, the Employment Division as such, was eliminated. The work of Project Employment was assigned to the Administrative Branch under a newly created section known as "Personnel Management". This incorporated the work of the personnel as well as the evacuee personnel. The remaining functions of the Employment Division were re-grouped under the Relocation Division. When Mr. Zimmerman received his draft call, Mr. James D. Crawford, former Unit Administrator of Camp II, was assigned as Relocation Program Officer for the Relocation Division. Mr. Kossoff was named as his Assistant Relocation Program Officer. Mr. Cushman has been elevated to Leave Officer and Mr. Hunter is assigned as a Relocation Adviser in Unit I. Mr. Olds will continue to act as a Relocation Adviser in Unit II and as soon as it is possible, Miss Steviak will be relieved of her responsibilities in the Project Director's Office to become the Relocation Adviser in Unit III. Mrs. Barrett continues as the Official Escort.

(Note: "Exhibit H" has been omitted.)

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EXHIBIT "A"

UNIT I

DEVELOPMENT OF EMPLOYMENT DEPARTMENT  
POSTON, ARIZONA

May 9, 1942	Employment Office opened; Miss K. L. Mahn, head, assisted by 5 volunteer evacuees.
May 15, 1942	First intake
May 20,	Miss M. P. Bonack became assistant to Miss Mahn. (Later Head of Census Div.)
May 30,	Staff members were 18 evacuee workers; 1 driver and truck detailed from Trans- portation Dept.
June 11,	Statistical Dept. established.
June 30,	Staff members were 20 at that date; 1 driver and truck detailed from trans- portation Dept.
Procedure during above period:	
	Employment record- Mimeograph forms Office record- Work sheet Evacuee identification-Work card
July 1,	Referral card system put into effect. (work card abolished)
July 6,	Unit II Employment Office opened? 9 evacuee employment officers from Unit I detailed.
July 7,	Miss Mahn went for a week leave.
July 9,	Mr. T. Tanaka became Manager of Unit I.
August 1,	W. R. A. Form 12 was put into effect. (Uniform Employment Procedure.)
August 3,	Unit III Employment Office opened. 9 evacuee employment officers from Unit I detailed.
August ?	Miss Mahn departed for Los Angeles.
September ?	Miss M. P. Bonack returned from San Francisco



	as recruiting officer for group leave.
September 16,	Mr. V. R. Kennedy appointed Director of Employment Division by Mr. Head. (Project Leave and Employment office opened)
September 18,	First contingent of 60 harvest workers left for Layton, Utah.
November 18-24,	Period of Emergency. All workers except subsistence terminated as of 11/18/42.
November 25,	Assignment system put into effect. All workers required to be assigned through the employment office.
December ?	Leave procedures were taken over by the Project office.
January 8, 1943	Unit Leave office established under new management.
February 8,	Mr. Tanaka, Manager, confined to hospital. Mr. Takenaga became acting manager.
March 26,	Unit leave office consolidated with the Unit employment office under the manage- ment of employment manager.
April 9,	Mr. Takenaga was appointed manager of Unit I Employment and Leave office.



October 8, 1943

TO: Mr. Giles L. Zimmerman  
FROM: Unit I Employment and Leave office  
SUBJ: Development of Employment Department

Replying to yours of the 5th, this will supplement the brief outline submitted previously to your office regarding the development of the Poston Employment office.

On May 9, 1942 Miss K. L. Mahn with the assistance of Betsy Nakashima, Sachi Tamaki, Frank Doi, Marvel Maeda, and Joe Yasuda opened the Employment Office under the title of Employment Agency at Block #11 Recreation Hall.

On May 15, 1942 the first group of evacuees arrived from Orange County, and part of San Diego County, California and were quartered in Blocks 5, 6, 11, 12, 21, 22, 27, and 28.

On May 17, 1942 the balance of the evacuees from Orange County and San Diego County arrived and some were quartered with the first arrivals and in Blocks 37, 38, 43, 44.

On or about May 20, 1942 Miss M. P. Bonack, who later became head of Census Dept. arrived from Phoenix U. S. E. S. to assist Miss Mahn. The office was moved to Block #27 Recreation Hall.

On June 11, 1942 the Statistical Dept. was established to work on the social data records. Soon thereafter the Census Dept. was organized.

By the end of May the staff increased to 18 evacuee workers with 1 driver and a truck detailed by the transportation Dept. for the use of Employment office.

By the end of June the staff was 20 strong. During this period the office was moved to Recreation halls, 43, 19, 30, and 36 to accommodate the incoming people. Finally settling at recreation hall #27, the present location.

The equipment and fixtures of the office at that time was five typewriters, two metal cabinets, and other fixtures such as tables and chairs.

The individual employment records were kept in a strip of mimeographed form showing his age, general education, and occupation in a very brief way.



Office record; a work sheet to show to whom the worker was assigned to and the acknowledgement of the employer. Each evacuee so assigned was issued work card to identify that he was assigned to a certain job. It was found later that this system did not show the correct status of the worker as, although he may be assigned to the work he may never have reported to the work so assigned, but will be working in another department, causing difference in our record with the actual work done.

While the office was located in Block #30 Rec. Hall, Mr. McIntyre was here and the uniform employment procedure was formulated to keep all records of the center uniform. And on July 14, 1942, to correct the disadvantage of the work card, the job referral card was put into effect. This card was kept as our record to show whether the party reported to the right department. This only, however, was later proved that the worker had no identification of his own.

On July 6, 1942 a staff of 9 members headed by Henry Kanegae and assisted by Sachi Tamaki, Frank Takenaga, Dorothy Mori, Rose Endo, Tetsuko Kikuchi, Miye Kojaku, Harriet Hirabayashi, and Yoshio Yamami were detailed to open the Unit II Employment Office.

After a little confusion the office was established in Block 210 recreation hall. Two typewriters, one metal cabinet and chairs and tables were taken from Unit I Office.

On July 25, 1942 the responsibility of the Unit II office was turned over to Mr. Hiroshi Yamamisaka and his staff, and the organizing party returned to the home office.

On or about July 7th Miss Mahn left for Los Angeles for a week leave and Mr. T. Tanaka took over the responsibility of Unit I Office.

On August 1, 1942 W. R. A. Form 12 was put into effect and all new interviews were entered therein and the old records transcribed into said form. The individuals were re-interviewed later for the additional information.

On August 3rd, 1942 the same members that opened the Unit II office were detailed to open Unit III office. After locating the office in Block 308 rec. hall for couple of days, it was requested by Mr. M. Burge, Unit Administrator, to move into Block 310, Barrack 12, the present location. On August 15, the responsibility of the Unit III office was turned over to Mr. George Furuta and his staff and the Unit I members returned to the home office. One typewriter and other fixtures were taken over from the Unit I office.



Some time in the latter part of August Miss Mahn left for a long leave to Los Angeles. Also about the early part of September Miss M. P. Bonack returned as a recruiting officer, for harvest workers, from San Francisco Regional office.

On September 10, 1942 Mr. W. S. Hopkins from S. F. Regional office was here to investigate the situation and gave instructions on filing for leave clearance, Form 410 later 71.

Few days later Mr. V. R. Kennedy and Mr. Frase arrived. Addon September 16, Mr. Kennedy was appointed Director of Employment Division by Mr. Head. The office was established in Administration building 3. (For project office history, contact Merian Kanatani, Kansas City, Mo. WRA office)

Mr. Kennedy was very active in organizing the Fair Employment Practice Board as outlined in Adm. Ins. 27; to correct the situation that prevailed at that time.

On September 18, the first contingent of 60 harvest workers left for Layton, Utah beet field. Followed by others who left for Idaho, Colorado, and Nebraska.

Sometime in the latter part of October Miss Mahn returned from Los Angeles and became assistant to Mr. Kennedy in the main office.

On November 18 the project was forced into a 'state of emergency' and satisfactory settlement was arrived on November 24. All workers except the subsistence workers were terminated as of November 18 as part of the condition of settlement.

Up to this period there were no means of checking between the Timekeeping and the Employment Dept. Therefore, when the Employment office was re-opened on November 25 to accept requisitions from the departments. All workers were requested to have assignments issued through this office. All assignments were issued on temporary basis. This becoming permanent after 15 days if not discharged or replaced by a better man.

Sometime in December all leave matters were more or less taken over by the project office. No instructions being issued to the Unit office as to the procedure, the Unit office acted just as an distribution station of the application forms.

Mr. Rawlings came to assist Mr. Kennedy soon thereafter, and Miss Mahn left project. Mr. Rawlings became the leave officer.

On January 8, 1943 Mr. Y. Ikeuchi was appointed manager of the Unit leave officer to clear the dockets that had piled up in the main office. Mr. Ikeuchi accomplished the great task with the assistance of 6 typist. Mr. Patterson from



Philadelphia arrived here as a field investigator and helped in clearing the 3,000 or more applications that were on file.

On February 8, 1943 Mr. T. Tanaka was taken ill, and confined to hospital and Mr. Takenaga was instructed to carry on the responsibility by Mr. Kennedy.

Due to the pressure brought by the Sugar Interest for seasonal workers and the opening up of leave for harvest workers, added to the indefinite applications, the Unit I leave office was consolidated with the employment office under the management of the employment manager to facilitate the increasing load.

Mr. T. Tanaka recovered from his illness and returned to the office soon after the consolidation, but resigned to accept position in the hospital and on April 9, Mr. Takenaga was confirmed manager of Unit I Employment and Leave office.

Seeing the necessity to accommodate the employer who requires worker for a day or so, the emergency crew was organized sometime in October 1942 to fill this requirement and operated as such until July 15, 1943 when all departments were put under employment quota to comply with instructions from Washington regarding project employment.



## BLOCK 37 - EMPLOYMENT AND LEAVE OFFICE

Section of Employment Division created under Mr. Headd's  
memo dated 9/16/42

### EMPLOYMENT SECTION:

Take charge of the Placement Section.  
Keeps the record of the individuals and employment  
as outlined in uniform employment procedure, issued  
by W. R. A.  
Recruit-select workers for all outside employment for  
both temporary and permanent.  
Give proper employment and other information as avail-  
able.

### LEAVE SECTION:

Accept application for seasonal, indefinite, and short  
term leaves.  
Process for leave when applicant is approved for leave.  
Counsel client in all matters of leave and employment.

#### I. Employment Manager

F. Y. Takenaga

Interviews applicants; assumes responsibility for local  
employment office, recreation #27; supervises and in-  
structs employment office personnel. Able to make own  
plans, with wide latitude and responsibility for res-  
sults.

#### II. Sr. Interviewers

1. Shimonishi, Kazue
2. Okamoto, Fred
3. Terada, Mary Chiko

Interviews job applicant from viewpoint of an employer  
to ascertain what work is best suited for his parti-  
cular abilities. Make a study of employment possibil-  
ities, contact employer to sell them service of the  
agency, and refer them to the employer for his con-  
sideration and selection; advise applicants as to what  
type of work they are best fitted for with wide lati-  
tude for independent planning or layout of work. To  
act as assistant manager or manager in the absence of  
said officer, or upon request. To take full charge  
of any department when so assigned.

1. Present assignment: full charge of indefinite  
leave procedure and outside employment connect-  
ed with obtaining said leave.



2. Present assignments: full charge of group leave procedure and all seasonal employment connected with obtaining said leave.
3. Present assignments: full charge of project employment and supervise student vocational guidance and placement.

- III. Employment Interviewer
1. Sasaki, Yone
  2. Nishimoto, Yoko
  3. Morioka, Yoriko

Interviewers job applicants from viewpoint of an employer to ascertain what work is best suited for his particular abilities; makes study of employment possibilities, contacts employer to sell them services of the agency; selects applicants he feels best suited to the position and refers them to the employer for his consideration and selection; advises applicants as to what type of work they are best fitted for. Perform other related clerical work as assigned. With some latitude for independent planning or laying out of work details.

1. General project employment
2. Mess Hall Dept. employment
3. Outside employment

- IV. Leave Officer
- Ikeuchi, Yoshiaki

Take charge of all short term leaves. Interview applicants; to keep all necessary and pertinent records to make reports and to perform related work as assigned. To explain, interpret, and handle complicated form and procedures and to consult with and advice leave applicants.

- V. Secretary
1. Ito, Shizuko
  2. Mori, Dorothy
  3. Okumura, Chiyo

Supervise the work of the office, distribute assignment to the clerks, obtain necessary information for other departments, take full charge of files and filing, take full charge of the office supplies and issue requisitions when necessary, perform general secretarial work including shorthand and typing. Check all leave papers before forwarding to the project



leave office.

1. Secretary to the Manager
2. Secretary to the Sr. Interviewer 2
3. Secretary to the Sr. Interviewer 1

VI. Coding Clerk

1. Kondo Mariko- Supervisor
2. Hirabayashi, Mieko-Female file
3. Tabuchi, Ida- Male file

Transfers information obtained from reports and records to a card-giving each item a code number and file accordingly.

VII. Receptionist

Yoshimura, Alice

Received client or customers coming to the employment office, ascertain the individual's wants and direct him accordingly; obtain caller's name and make arrangements for him to see the desired person; directs or shows the caller to his destination in the establishment; keeps a record of name of callers, time to call, nature of business, and persons called on. May make future appointments and answer inquiries. May perform a variety of clerical duties as requested.

VIII. General Clerk

Fujita, Michiko

Perform routine clerical duties, such as addressing envelopes, keeping simple records and gathering and delivering messages; assisting in operating office machines.

IX. Clerk-Typist

1. Tanaka, Shigeko
2. Kodama, Tamiko
3. Nakahama, Mary M.

Typewrites letters, reports, and other matter from rough draft or corrected copy; files records and reports, makes out bills, answers telephone, sorts and distributes incoming mail, addresses outgoing mail and does other clerical work, performing one or a combination of clerical duties as assigned.

X. Supervisor of Emergency Crew

Seki, Toshio

Keep full charge of the emergency crew, and keep



record of all work performed on emergency call.

Emergency Crew

3 messengers

Perform work assigned by the supervisor, clean and sweep the office; do messenger service and etc. Perform odd jobs on short notices; available to any department in project where minors could do the work.



October 11, 1943

GROWTH AND DEVELOPMENTS  
of

## UNIT II EMPLOYMENT &amp; LEAVE OFFICE

July 6, 1942

Employment Office in Unit II organized under the supervision of Miss K. Mahn in Recreation Hall of Block 210.

Office staffs composed of Unit I residents and were under management of Mr. Henry Kanegae.

Recruitment of Unit residents for Employment staff began immediately and were trained to fill the respective positions by experienced Unit I staff.

July 25, 1942

Staff composed of Unit II residents took over the operation of Employment Office. Office Manager -- Hiro Yamamisaka.

August 15, 1942

Location of Employment Office changed from Block 210 Recreation Hall to present location, Employment Building.

August 18, 1942

For efficient functioning of Placement Division, three W.R.A. forms introduced:

1. Employee Record Card (W.R.A.) 12
2. Referral Card (W.R.A.) 15
3. Notice of Assignment (W.R.A.) 21

September 1, 1942

A. Mr. Vernon Kennedy became Director of Employment in Poston.

B. Began transferring employee records from temporary forms to W.R.A. Form 12. Also usage of referral cards, W.R.A. Form 15. Notice of Assignments (Form 21) were not issued at this time due to inadequate supply of this form.

September 15, 1942

Introduction of group work leave for seasonal employment under the supervision of Miss Mary Bonack.

1. Sugar Beet Company representatives began to come in for recruitment of evacuees.
2. Bennie Shimizu was in charge of group work leave in Unit II Employment Office

September 23, 1942

On or about this time, first group of seasonal workers left this Unit for Idaho and Colorado. Continuous group leave followed.



November 1, 1942

First outside employment offers began coming in. Appointed Personnel in Charge -- Miss K. Mahn.  
Started taking application for outside employment.

January 1, 1943

Leave Department established to handle three types of leaves-- indefinite, seasonal, and short term.

March 1, 1943

Mr. Giles L. Zimmerman replaced Mr. Vernon Kennedy as Chief of Employment Division in Poston.

March 18, 1943

Establishment of hostels and hospitality arrangements in Chicago encourages and increases relocation.

March 22, 1943

Drastic change in leave clearance application. All male citizens above 17 years of age registered on Form 126-A. All aliens and female citizens on Form 126-Revised.

March 24, 1943

Administrative Instruction #45 (Revised) granting financial assistance to evacuees on indefinite leave for the purpose of accepting employment advances another step in relocation program.

March 30, 1943

Expansion of Outside Employment program.

1. Issuance of employment offer bulletins daily to every blocks and other strategic locations, increases applicants for outside employments.
2. Addition of personnel in the Employment Office to handle correspondence and counselling work. Department in charge of Ken Sato.

April 15, 1943

Great increase in applications for outside employment.

May 10, 1943

Another step introduced in support of relocation program. Evacuees may locate to certain areas without definite job offers.

Issuance of Eastern Defense clearance permit increases relocation to Eastern Defense Area.

Modification of leave procedure simplifies matters for



persons leaving the center on indefinite leave.

September 10, 1942

Relocation program retarded on account of Director Myer's wire on September 2nd concerning Kibei's.

Segregation also retard relocation.



EXHIBIT "C"

EMPLOYMENT DIVISION III

- (1) Opening of Employment Office III -- August 3, 1942  
310-12-A

1st Manager -- George Furuta  
Under supervision of K. L. Mahn  
and Vernon Kennedy  
Seventeen employed

- (2) 2nd Manager -- Charles M. Iwashita  
April 1, 1943  
Fifteen employed

- (3) 3rd Manager -- Mack Kadotani  
June 1, 1943  
Thirteen employed

- (4) 4th Manager -- Joseph Owashi  
September 1, 1943  
Nine employed

LEAVE OFFICE III

- (1) Opening of Leave Office III -- January 4, 1943  
Administration A

1st Manager -- Donald Iwahashi  
Under supervision of W. E. Rawlings  
Seven employed

- (2) 2nd Manager -- Kiyoko Kimura  
April 1, 1943  
Seven employed

- (3) 3rd Manager -- Harry Kurokawa  
September 9, 1943

EMPLOYMENT AND LEAVE COMBINED -- AUGUST 5, 1943  
310-12-A

Total departures up to and including September 30, 1943

Seasonal	--	342
Indefinite	--	502
Short Term	--	256



# MONTHLY UNIT III LABOR FORCE

August 31, 1942	Unknown
September 30, 1942	1522
October 31, 1942	1609
November 30, 1942	1661
December 31, 1942	1838
January 31, 1943	2010
February 28, 1943	2171
March 31, 1943	2012
April 30, 1943	1990
May 31, 1943	1890
June 30, 1943	1893
July 31, 1943	1769
August 1, 1943	1695
September 1, 1943	1657
October 1, 1943	1558

## APPLICATIONS OF JOB OFFERS SUBMITTED BY OUTSIDE EMPLOYMENT DIVISION

	Number of Offers Applied for	Total Applications
During Month of May	9	16
" " " June	38	88
" " " July	22	49
" " " August	5	5
" " " September	2	2
Total	76	160



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EXHIBIT D

September 16, 1942

MEMORANDUM TO THE STAFF

FROM: WADE HEAD, PROJECT DIRECTOR

SUBJECT: ORGANIZATION OF THE DIVISION OF EMPLOYMENT

1. Mr. Vernon R. Kennedy, formerly Deputy State Labor Commissioner for California, has been appointed Director of Employment at Poston. Mr. Kennedy will have full charge of all activities of the Employment Division and will report directly to the Project Director. A description of the duties and responsibilities of the Employment Director is attached hereto for the information of all staff members.
2. The Division of Employment under Mr. Kennedy's direction is responsible for developing and putting into effect a unified system of placement, employment relations, merit procedures, fair employment practice, wages, working conditions, and in cooperation with the Education Department, a program of vocational training.
3. Within the Employment Division there is established a Placement Section and a Statistical Section. These will be headed respectively by a Placement Officer and a Registrar, both of whom will be immediately responsible to Mr. Kennedy as Director of Employment. The Statistical Section will be responsible for compiling and tabulating the Individual Records (Form WRA-26), maintaining employment records, and preparing statistical reports for the Project Director and for Regional and Washington Offices.
4. Effective immediately, all job placement must be made from referrals by the Employment Office (Placement Section). Wide latitude will be given the various Division in the selection and hiring of specialized employees but no worker may be placed on the payroll without a Notice of Assignment issued by the Employment Office.
5. The Employment Division is responsible for recruitment and selection of workers for outside employment, both temporary and permanent.
6. Under the direction of the Project Director, the Employment Division shall be guided by uniform national policies an employment established by the Director of the War Relocation Authority. Administration Instruction No. 27, containing a comprehensive statement of national employment policy is attached hereto.

/s/ W. Wade Head  
W. Wade Head  
Project Director



WAR RELOCATION AUTHORITY  
WASHINGTON

September 1, 1942

ADMINISTRATIVE INSTRUCTION NO. 27

Subject: Employment and Compensation

I. Basic Policies

- A. All employment both within and outside the relocation centers shall be voluntary. Evacuees shall be free within the limitations of the War Relocation Authority Leave and Furlough Regulations to accept employment outside the relocation centers. It is the policy of the Authority that evacuees shall be employed in all administrative positions within relocation centers except the principal staff positions.
- B. It is the responsibility of the Authority to provide subsistence for all evacuees who are not free to leave relocation centers. Subsistence is defined for the purposes of this instruction as food, housing, medical care, and elementary and high school education.
- C. Compensation in cash, and clothing allowances, as distinct from subsistence, shall be considered as compensation for work, and shall be paid only to those who work, excepting that certain classes of persons are eligible to receive public assistance grants as provided for in Administrative Instruction No. 35.
- D. Complementary to the policy of providing cash compensation and clothing allowances for those who work, a system of cash payments and clothing allowances shall be provided for those who are involuntarily unemployed. (See Section VII of this Instruction.)
- E. Employment programs should provide ample opportunity for training and advancement. Training should be vigorously developed, both on the job and in the schools, and oriented toward (a) developing the skills needed for project operation, and (b) equipping the worker to secure jobs outside the relocation centers.

II. The War Relocation Work Corps and the Order of Merit

- A. The President established the War Relocation Work Corps by Executive Order No. 9102. The Work Corps was designed to place in the hands of the evacuees



an instrument of organization understood by the American people, and an organization which can focus attention on work for the public good and will give recognition to evacuees.

- B. Each evacuee, upon first being assigned to a job, shall become thereby enlisted in the War Relocation Work Corps. Earlier instructions and procedures on enlistment in the Work Corps are hereby modified accordingly. Upon the completion of three months' employment, if his conduct and the quality and quantity of his work for that period are certified to the Project Director as outstanding by the Merit Rating Board, an evacuee may be cited by the Project Director for special recognition and be made a member of the Order of Merit which is hereby established as a unit within the War Relocation Work Corps. The Merit Rating Board may recommend that such merit recognition shall be withdrawn, for cause, and the Project Director may, upon such recommendation, terminate the membership of an evacuee in the Order of Merit.
- C. Preferential consideration shall be given to members of the Order of Merit in connection with leaves for private employment, assignment to preferred types of employment within the relocation center, promotion to supervisory positions, and in such other matters as the Project Director may consider appropriate, in recognition of the superior initiative, efficiency, leadership and loyalty of evacuees who achieve membership in the Order of Merit.

### III. Merit Rating Board

- A. There shall be on each relocation center a Merit Rating Board of seven members, appointed by the Community Council. Members of the Administrative Staff may serve on the Board if requested to do so by the Community Council. This Board may be assigned a full-time evacuee secretary.
- B. The Merit Rating Board shall develop and install a simple work report to be made periodically by each supervisor for members of the Work Corps working under his direction. This work report shall cover quality of work, quantity of work, and conduct. (Attitude, punctuality, loyalty to the United States, etc. Shall be considered as part of conduct.)
- C. The Merit Rating Board shall constantly seek all proper work incentives by planning awards and recognition and may make appropriate recommendations, from time to time, to the Project Director.

### IV. Compensation and Work Rules

- A. Compensation in cash at the rate of \$12, \$16, and \$19 per month shall be paid to those evacuees employed by the War



Relocation Authority and those employed in consumer or WRA-operated producer enterprises operating within relocation centers, according to the following schedules:

1. Group I: \$12.00 per month. This shall be an "Entrance rate", and shall apply to new workers, trainees, partially qualified workers and apprentices. Everyone in this group shall work under the immediate supervision of a more experienced worker. This rate shall not apply to common labor on simple tasks requiring hard physical work. Promotion to a higher group shall be upon recommendation of the employee's Section Head, when approved by the Project Employment Officer.
  2. Group II: \$16 per month. This group shall include all evacuees not included in Groups I and III, and is expected to include the majority of the evacuees.
  3. Group III: \$19 per month. This group shall include complex or responsible jobs requiring for their proper execution considerable formal training, or experience of such scope and character as to be equivalent to such training. These include:
    - a. Jobs involving responsible supervision of the work of other employees.
    - b. Positions on the project chart in grades CPC-7, SP-6, CAF-5, P-1, and higher.
    - c. Jobs requiring professional training.
    - d. Jobs making an exceptional contribution to project operation, entailing extremely hard work essential to the Welfare and morale of large numbers of people, or which involve exceptional skills.
- B. The classification of individual jobs within the three groups will be provided for in schedules to be approved by the Director. Jobs not listed in such schedules shall be classified by the Project Director with the advice of the Project Employment Officer in the same groups as similar jobs so listed.
- C. The cash compensation of an evacuee employee for a monthly pay period shall be established at a rate in which he was classified at the beginning of the pay period. A change in classification shall become effective only at the beginning of the pay period following the date of reclassification.



- D. For purposes of calculating deductions under Paragraph IV F, and for any other purpose for which it becomes necessary to calculate compensation on a daily basis, the rate per day shall be the monthly rate divided by 30.
- E. 1. Workers employed on a full-time basis on regular work projects shall be considered in continuous monthly employment, provided that they report for duty as requested by their immediate Supervisor and that all absences are accounted for by having been officially excused. Upon temporary or permanent cessation of a work project, the jobs shall be terminated and the workers made available for reassignment.
2. Merely reporting to the Placement Office for work, without assignment to a specific job, shall not entitle the evacuee to compensation for work.
- F. Where any evacuee employee fails to report for duty for reasons other than illness without having been excused for cause by his immediate supervisor, he shall be liable to discharge or to deduction of three days' pay, or both. In addition, he shall not be entitled to pay for the days of unauthorized absence. Such an employee shall have the right to appeal to the Fair Practice Committee from any action taken under this paragraph.

#### V. Hours of Work

- A. The work week for evacuees shall be the same as for administrative employees. Unless the nature of the specific work requires other arrangements, the working hour shall ordinarily be:
- From 8:00 a. m. to 12 Noon and from 1:00 p.m. to 5:00 p.m. on week days.
- From 8:00 a.m. to 12 Noon on Saturdays.
- B. The Project Director shall have authority to require a longer work week, or work at other hours, or both, when the nature of the work, in his judgment, so requires.
- C. When at the direction of their Section Head workers are employed in excess of the standard work week under the authority conferred in the preceding paragraph, they shall be entitled to compensatory leave. The worker may elect the date or dates of such compensatory leave with the approval of the Section Head, pro-



vided that any compensatory leave must be taken prior to termination of the job.

- D. This section shall not be construed to prevent the employment of workers on a part-time basis. No employee who is assigned to work more than the equivalent of twenty -8- hour work days in any month shall be considered to be employed on a part-time basis. Part-time employees shall be paid on a daily basis at the following rates:

Group I	50¢ per day
Group II	70¢ per day
Group III	80¢ per day

#### VI. Fair Employment Practice Procedure

- A. Fair employment practice procedure shall be established at each relocation center, in accordance with the provisions of this instruction, to enable workers who feel that they have received unjust treatment to obtain a hearing. This procedure relates only to complaints regarding employment, working rules, and employment compensation.
- B. There shall be a Fair Practice Committee at each center composed of not more than seven members of the Work Corps. Members of the committee shall be elected by members of the Work Corps, for a six month term. At least one committee member shall be elected from each of the following occupational groups: Agricultural employees, professional employees, industrial employees, and mess employees.
- C. The Committee shall elect its Chairman, who shall be designated as "Fair Practice Chairman" and who shall devote full time to the job and be compensated by the War Relocation Authority as a member of Group III. He shall conduct investigations of all cases coming to his attention and shall keep records of the activity of the Committee, which records shall be open to inspection by anyone concerned.
- D. Any evacuee employee may report in writing any employment complaint to the Fair Practice Committee or to any of its members. The Fair Practice Chairman shall investigate and, by consultations with the parties concerned, seek to effect a satisfactory solution. If such solution is not promptly secured, he shall present the case to a meeting of the Fair Practice Committee, which shall arrive at an opinion on the validity of the complaint and shall authorize the Fair Practice Chairman to prepare a written statement of the case. This statement shall be presented by the Fair Practice Chairman to the Project Employment Officer for his



action. Appeal may be taken from the action of the Employment Officer to the Project Director, whose decision shall be final

#### VII. Unemployment Compensation

- A. Those evacuees involuntarily unemployed may, upon application, receive unemployment compensation, which is intended to cover minimum essentials for themselves and their dependents. A person unemployed through his own refusal to work, or who has been discharged for cause, shall not be considered to be involuntarily unemployed.
- B. Any evacuee involuntarily unemployed may apply to the Division of Employment and Housing for unemployment compensation. The Division shall certify the facts of unemployment and family status, and forward the application to the Project Director. Upon approval of the application by the Project Director, unemployment compensation shall be paid to the head of the family, according to the following monthly schedule:

Unemployed man (18 and over)	\$4.75
Unemployed Woman (18 and over)	\$4.25
Dependent child (13 to 17, inclusive)	\$2.50
Dependent child (under 13)	\$1.50

- C. For purposes of determining unemployment compensation payments, a person's age shall be computed as of his nearest birthday at the beginning of the fiscal year, and this age shall apply throughout the ensuing fiscal year.

#### VIII. Clothing Allowances

- A. In addition to the compensation paid in cash, each employed evacuee and those eligible for unemployment compensation, shall also receive a supplementary allowance for clothing, for himself and each of his dependents. Clothing allowances shall be in the form of script, redeemable at the community stores.
- B. An evacuee shall be eligible for a clothing allowance at the end of each monthly pay period, if he has been employed or eligible for unemployment compensation during at least 15 days of the preceding month.
- C. Where there is more than one employee in a family, the clothing allowances for all dependent members of the family shall be paid only to the family head. Discharges, or deductions from compensation made under paragraph IV F of this instruction, against any employed member of a family other than the family head, shall not affect the clothing allowances to which members of the family other than such employee are en-



titled.

- D. The following schedule for clothing allowances shall apply to the Tule Lake, Minidoka, Heart Mountain, Central Utah, Manzanar, and Granada relocation centers:

	<u>Annually</u>	<u>Monthly</u>
Persons 16 yrs. of age or over	\$45.00	\$3.75
Persons 8 to 16 yrs. of age	39.00	3.25
Persons under 8 yrs. of age	27.00	2.25

- E. The following schedule for clothing allowances shall apply to the Colorado River, Gila River, Rohwer, and Jerome relocation centers:

	<u>Annually</u>	<u>Monthly</u>
Persons 16 yrs. of age or over	\$42.00	\$3.50
Persons 8 to 16 yrs. of age	36.00	3.00
Persons under 8 yrs. of age	24.00	2.00

- F. In addition to the clothing allowances, special uniforms shall be issued free of charge to the following Persons: Cooks, mess personnel, doctors, nurses, and police and fire department personnel, in those cases where the wearing of uniforms is required by the Authority. Also, special work clothing, such as rubber boots, welding gloves and masks, etc., shall be issued free of charge, where their use is so required.

IX. Employment in Consumer Enterprises

Standard cash compensation and clothing allowances shall be required to be paid by consumer enterprises to their employees, on the same basis as these are paid to War Relocation Authority evacuee employees. Subsistence shall be furnished workers in consumer enterprises and their dependents by the War Relocation Authority, until such time as the consumer enterprises are determined by the Project Director to be financially able to assume these obligations.

X. Private Employment

- A. Evacuees who accept private employment and reside outside the relocation center, may retain all earnings received, but shall forfeit for the period of such employment any right to share in the distribution of the "Evacuee Trust Fund" which may be provided for under this instruction. Such evacuees and their dependents, if any, shall not be eligible for the period of such employment to receive any compensation or allowances from the War Relocation Authority except that any of their dependents who remain within the Relocation Center shall be entitled to subsistence.



- B. The Project Director shall secure the recommendations of the Community Council as to whether evacuees who accept private employment and reside within the relocation center shall be permitted to retain all wages after repaying to the War Relocation Authority the cost of subsistence for themselves and their dependents, or shall be required to deposit their excess wages in an Evacuee Trust Fund. The Community Council shall be asked to indicate which of the following proposed procedures should be adopted:
1. Such employees shall retain all wages, and shall be required to repay to the War Relocation Authority the cost of their subsistence and of such of their dependents as remain within the center; or
  2. Such employees shall be required to deposit in a special fund, to be known as the "Evacuee Trust Fund", to be held by three trustees chosen by the members of the Work Corps, in trust for these persons who are entitled to share in the distribution of the Fund, an amount equal to the difference between their actual wages and the sum of the cash compensation and clothing allowances which they would receive if employed by the War Relocation Authority on similar work, with the understanding that the profits of all evacuee-operated industrial enterprises producing goods for sale outside relocation centers will also be deposited in such Fund, and that all members of the Work Corps shall be entitled to share, in periodic disbursements, in the proceeds of such Fund, in proportion to their work classification under Section IV of this instruction; or
  3. Such other procedure as the Community Council may wish to recommend.
- C. In considering the alternatives stated in the preceding section, the Community Council may secure for its guidance information as to the preferences of the evacuees by holding public hearings or otherwise, and may arrange a special election on this question. If such an election is held, only members of the Work Corps shall be eligible to vote and the voters shall be asked to indicate their preference among the possibilities stated in the preceding section.
- D. Each Project Director shall report to the appropriate Regional Director the choice of the Community Council among the alternatives listed in Subsection B of this Section, and the results of any special election that



may have been held pursuant to Subsection C of this Section. Thereafter, the Director will issue supplementary instructions to govern assistance to the evacuees in establishing and administering the Evacuee Trust Fund on those relocation centers where such Fund is to be established.

D. S. Myer

Director



EXHIBIT E

LABOR COMMITTEE CLASSIFICATIONS

III. INDUSTRIAL

I. PROFESSIONAL

Accountants  
Attorneys  
Chiropractors  
Dentists  
Doctors  
Engineers & Surveyors  
Optometrists  
Pharmacists  
Registered Nurses  
Teachers  
Artists  
Funeral Directors  
Dieticians  
Laboratory Technicians  
X-ray Technicians  
Internes  
Bacteriologists  
Entomologists  
Block Managers' Super-  
visors and Assistants  
Inspectors

II. CLERICAL AND SALES

1. Bookkeepers
2. Clerks
  - Audit
  - File
  - Legal
  - Recorders
  - Payroll
  - Library
  - Post Office
  - Sales
  - Statistical
  - Stock (Canteen)
  - Timekeepers
  - Interviewers
  - Messengers
  - Cashiers (Canteen)
  - Minco. Operators
  - PBX Operators
  - Property
3. Custodians
4. Secretaries, Stenograph-  
ers, and Typists

1. Maintenance Department

Boiler men  
Carpenters  
Electricians  
Plumbers  
Refrigeration  
Sign Painters  
Stove Mechanics  
Utility Watchmen  
Rod and Chain man  
Engineer's Aid  
Draftsmen

2. Trucks and Tractor Drivers

Chauffeurs  
Ambulance

3. Garages, Machine Shop Work-  
ers

4. Garnishing Factory

5. Adobe Crew

6. Warehouse and Supply

7. Handicraft and Art Dept.  
Workers

Toy making

8. Manufacturing

Shoemakers  
Food

IV. COMMUNITY SERVICE

1. Barbers
2. Beauticians
3. Firemen
4. Housekeepers
  - Janitors
  - Night Watchmen
  - House Cleaners
  - Laundresses
5. Policemen
6. Press Workers
7. Religious Workers
  - Red Cross Workers
  - Salvation Army Workers
8. Sewing
9. Sanitary Details



IV. COMMUNITY SERVICES (Cont'd)

- 10. Hospital Service
  - Nurses' Aids
  - Dietician's Helpers
  - Student Lab. Technicians
  - Orderlies
  - X-ray Students
  - Dental Assistants
  - Chlorinators
  - Research Workers
- 11. Undergraduate Nurses
  - Doctor's Assistant
- 12. Adult Education and Recreation
  - Entertainment
  - Translators
  - Interpretors
  - Organizers
  - Orientation
  - Projectionists

V. AGRICULTURE AND HORTICULTURE

- 1. Block Gardeners
- 2. Farm Mechanics
- 3. Field Operation Workers
- 4. Nursery & Landscape Workers
  - Park Conservationists, Irrigation Workers
- 5. Subjugation Workers
- 6. Pile Drivers
- 7. Soil Division Workers
- 8. Swine Division
- 9. Poultry
- 10. Fish Culture

VI. MESS

- 1. Chefs
- 2. Cooks
- 3. Dishwashers
- 4. Kitchen Help
- 5. Stewards
- 6. Waiters and Waitresses

VII. MANAGERS AND SUPERVISORS

- 1. General Managers
  - Press Managers
  - Water Master
  - Supervisor
  - Supervisor's Assistants
  - Business Managers
  - Chief of Police
  - Fire Chief
  - Librarian
  - Advisors
  - Administrators
  - Foremen, Class III
  - Truck Dispatchers
  - Assistant Steward
  - Assignment Director
  - Employment
  - Block Managers
  - Housing
  - Maintenance & Construction
  - Timekeeping
  - Canteen
  - Family Welfare
  - Social Research Workers