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WAR RELOCATION AUTHORITY
Washington

A G E N D A

PERSONNEL MANAGEMENT MEETING

Denver, May 29 to June 3, 1944

Monday, May 29

- 9:30 A.M. Assembly
- 10:00 A.M. Opening address by John W. Clear, Acting Executive Officer, Administrative Management Division, Washington
- 10:30 A.M. Organization and functions of the Personnel Management Section
1. In Washington
 2. On centers: purpose - to talk over present organizations on several centers with suggestions from Washington staff.
 3. Relation of center Personnel Management Section to other divisions on the center - Washington and Center representatives.
 4. Relation of Center and Washington Personnel Management Section - including how Washington personnel on field trips can be most helpful to centers.
- 12:30 P.M. Lunch
- 2:00 P.M. Classification and organization planning
1. Importance of uniformity on all centers
 2. Adequacy of present standard organization
 3. Relation to quarterly budget submission
 4. Distribution of allotted evacuee positions
 5. Control of positions - evacuee and appointive
 6. Discussion and evaluation by centers on types of surveys conducted and needed

7. Adequacy and accuracy of standard position descriptions - evacuee and appointive
8. Present and possible maximum use of position descriptions
9. Uniformity and adequacy of evacuee and appointive job titles

5:30 P.M. Adjournment

Tuesday, May 30

9:30 A.M. Appointive Employee Services - Marshall Stalley, Community Activities Adviser, Community Management Division, Washington

1. Need for appointive employee services
2. Utilization of Community Activities facilities
3. Development of services by Personnel Management Section

10:30 A.M. Open discussion - Employee services

1. Housing
2. Financial assistance
3. Health
4. Transportation
5. Child care
6. Recreation

12:00 Noon Lunch

1:30 P.M. Relationships Between Center Personnel Management Section and Regional Civil Service Offices - Clarence L. Edwards, Director, 13th Region, Civil Service Commission, Denver

2:30 P.M. Open discussion

1. Recruiting
 - a. More effective recruiting at centers
 - b. National recruitment and assistance by Washington Office

- c. Recruiting trips
 - d. Direct recruitment and Circular No. 477
 - 2. Promotion and reassignment and Civil Service Circular No. 257
 - 3. Transfers from other agencies
 - 4. War Manpower Regulations - Releases - Statements of availability
- 5:30 P.M. Adjournment

Wednesday, May 31

- 9:30 A.M. Evacuee employee relations - Panel discussion for Personnel Officers only
- 1. Policy on evacuee employee relations
 - 2. Fair Employment Practice Committees
 - Other representative systems
 - 3. Grievance procedure
- 9:30 A.M. Transactions procedures for appointive personnel - Panel discussion for Transactions Officers only
- 12:30 P.M. Lunch
- 2:00 P.M. Evacuee labor supply in relation to work projects - Personnel Officers only
- 1. Volume and type of labor available
 - 2. Methods of recruiting
 - 3. Planning work projects in relation to available labor supply
 - 4. Participation of Personnel Management Section in planning work projects
 - 5. Community Council participation in securing new workers and in helping establish labor priorities

6. Review of work skills
7. Labor problems involved in closing a center

Work standards

1. Methods of improving workers' efficiency
2. Discussion of need for efficiency ratings

- 2:00 P.M. Annual, sick and compensatory leave - Transactions Officers
only
- 5:30 P.M. Adjournment

Thursday, June 1

- 9:30 A.M. Civil Service Commission Personnel Utilization Program - Myron
T. Bunker, Personnel Utilization Consultant, Region 13, Civil
Service Commission, Denver
- 10:30 A.M. Panel discussion of center problems and reports to Commission
on personnel utilization
1. Relative roles of various members of Personnel Management
staff
 2. Establishment of standards of performance
 3. Increasing efficiency
- 12:30 P.M. Lunch
- 2:00 P.M. Training
1. Vocational training and its relation to Personnel
Management
 2. Report of Training Survey
 - a. Definition of training
 - b. Method
 - c. Results
 3. Proposed training program

- a. Orientation and induction
- b. Improving lines of communication
- c. Supervisory training
4. Open discussion of center training problems and facilities

Friday, June 2

9:30 A.M. Panel discussion for Transactions Officers

1. Retirement system
2. Reports and records - Appointive personnel

9:30 A.M. Panel discussion for Personnel Officers

1. Wage administration
2. Efficiency ratings
3. Draft deferment

12:30 P.M. Lunch

2:00 P.M. Evacuee transactions

1. Discussion of new Handbook release, 50.5.9
2. Files
3. Adequacy of transactions forms

Analysis of Evacuee Personal Services Report, Form WPA-312

1. Preparation and submission of report
2. Section A - Source of figures
 - a. Consistency of data between projects
 - b. Reconciling apparent inconsistencies in reporting
3. Section B - Necessity of balance with Section A

Analysis of reasons for separation

4. Section C - Indicating part-time employees
5. Sections D and E

Types of training activities to be reported

Evacuee employment leave regulations

1. Purpose of new regulations
2. Center questions on installation
3. Center questions on operating details
4. Presentation and interpretation to workers

Saturday, June 3

9:30 A. M. Individual center summary - 15 minutes each

Manzanar
Tule Lake
Minidoka
Heart Mountain
Jerome
Rohwer
Central Utah
Colorado River
Gila River
Granada

12:00 Noon Summary

12:30 P.M. Adjournment



WAR RELOCATION AUTHORITY PERSONNEL MANAGEMENT CONFERENCE

DENVER, COLORADO, MAY 29-JUNE 3, 1944

Special Committee Reports

Report of Committee on Evacuee Employment in Business Enterprise
As it Affects Evacuee Employment by WRA

Recommendations:

1. That the Center Personnel Officer work with the co-op boards and representative evacuee groups to reach a greater degree of uniformity of employment conditions between co-op and WRA employees in regard to the number of employees, the percentage of \$19 positions, and work standards.
2. That inequalities in employment be discussed with the Washington office of the Business Enterprises Section to determine what machinery, if any, is desirable or possible to adjust from the national level such inequalities where they exist.
3. That the following possibilities be explained in reference to the first two recommendations:
 - a. Agreement on a national basis as to a maximum percentage of \$19 positions in co-op employment.
 - b. Agreement at each Center as to the proportion of employees available on the Center to be hired by the co-op.

Report of Committee on Appointive Services

It is felt that the morale and well-being of appointive personnel is an important consideration of the Personnel Management Section. Housing, some form of financial assistance, health, transportation, recreation and child care, may have a vital influence on morale and should be of especial concern.

1. Housing

- a. Because of the important part played by satisfactory housing, it is felt that the Personnel Management Section should keep in touch with the situation according to the needs of the particular Project.

2. Financial Assistance

- a. The Washington office will furnish each Center with information regarding credit bureaus.
- b. It is suggested, however, that the Personnel Officer should contact a nearby bank in an effort to arrange credit for employees.
- c. It might be possible that the bank will furnish necessary funds, providing the employee's check be mailed in care of the bank.

3. Health

- a. Health is of vital importance to the efficiency of employees. In case any condition prevails that might impair the health of employees, attention from the medical officer should be invited.
- b. Consideration should be given to the possibilities of the establishment of a health insurance plan.

4. Transportation

- a. Consideration should be given to contacting a private bus company to the end that a satisfactory bus service be rendered.

5. Recreation and Child Care

- a. It is especially recognized that various forms of recreation are of vital importance to the well-being of the employees of the Project.
- b. It is recommended that a recreation committee be appointed to provide recreation and consider the problem of child care.
- c. It is recommended that the Personnel Officer and Community Activities Supervisor be ex officio members of such a recreation committee.

Report of Committee on Personnel Utilization and Training

Recommendations:

1. That the results of all appointed personnel surveys made on the Project be reported to the CSC and to Washington.
2. That the Washington office analyze available data on evacuee employment at each Center in terms of activities and send comparative data to the Centers requesting explanations where there are wide variations between Centers. On the basis of Center reports Washington should recommend to the Centers where personnel utilization surveys should be made.
3. That each Center set up an occupational file on the appointed staff. The Personnel Officer shall set up the type of file which best suits Center needs.
4. That the Personnel Management Section shall begin at once to conduct surveys to determine whether the appointed staff is performing work according to job descriptions. The Washington office shall provide staff assistance in conducting the surveys where requested.
5. That the Washington office shall develop and send to the Centers standard procedures for all types of surveys.

6. That the Washington office shall supply each Center with a list of evacuee and appointed personnel job descriptions. Each Center shall then request copies of the job descriptions which they lack and additional copies according to Center needs.

7. That the Washington office proceed with the proposed training program which shall include plans for the following specific programs:

- a. Orientation and induction training.
- b. Improvement of lines of communication.
- c. Supervisory training.

8. That the Washington office shall provide staff assistance to the Centers in introducing and installing a training program.

9. That if the proposed training program is adopted, a training officer should be appointed to the Personnel Management Section at each Center to have the responsibility for all training programs affecting both appointed and evacuee personnel.

R E P O R T

CONFERENCE OF PERSONNEL OFFICERS

AND

PERSONNEL TRANSACTIONS OFFICERS

DENVER, COLORADO

May 29 to June 3, 1944

by

Melvin E. Rantala

George H. Lafabregue

WAR RELOCATION AUTHORITY CONFERENCE

Personnel Officers and Personnel Transactions Officers

Shirley-Savoy Hotel, Denver, Colorado
May 29 to June 3

WASHINGTON OFFICE

Earl Brooks
John Clear
Harold James
Meyer Weinger
Mark Benson
Marian MacDonald
Inez Mercer
Gladys Pearlson

GRANADA RELOCATION CENTER

Walter N. Moers
Mrs. Ruby Fuller

COLORADO RIVER RELOCATION CENTER

Philip J. Cassilly
Mrs. Dorothy Taylor

MANZANAR RELOCATION CENTER

E. H. Hooper
Dan Cox

TULE LAKE CENTER

Frank D. Fagan
Jacklyn Burton

HEART MOUNTAIN RELOCATION CENTER

William B. Macfarlane
Mrs. V. Nelson

MINIDOKA RELOCATION CENTER

L. W. Folsom
Mrs. Evelyn Anderson

CENTRAL UTAH RELOCATION CENTER

George H. Lafabregue
Melvin E. Pantala

GILA RIVER RELOCATION CENTER

Lyston S. Black

ROHWER RELOCATION CENTER

F. R. Mangham
J. B. Coleman
Mrs. Eloise L. Hays

JEROME RELOCATION CENTER

Robert A. Allison
Edith Rogers

DENVER OFFICE

May Belle O. Bennett

REPORT ON PERSONNEL MANAGEMENT MEETING

Denver, Colorado

May 29 to June 3, 1944

ORGANIZATION AND FUNCTION OF PERSONNEL MANAGEMENT SECTION

I. WASHINGTON

Classification Organization Unit (Meyer Weinger).

This unit allocates positions for the Washington office and for the field. Since Amalgamation with the Department of Interior it no longer deals directly with the Civil Service Commission. It reviews all requests for new positions, changes in positions, etc., as well as wage administration for all unallocated positions.

Personnel Operations (Marion McDonald).

Check all forms OEM 28. Form is checked for accuracy, if the funds are available, if the project has approval for the position, and obtain approval of the Secretary of the Interior if necessary.

Placement (Mark Benson).

Concerned with the introduction and orientation of new personnel, promotions and re-assignments, exit interviews, certificates of availability, efficiency ratings, disciplinary actions, appointed staff employees relationships, appointed staff services, counseling and guidance, and draft deferments.

Evacuee employment (Inez Mercer).

The main concern of this unit is special training for evacuees.

Project Employment (Harold James).

This unit is concerned with evacuee transactions, labor relations, standards of work, efficiency ratings, all matters of policy concerning evacuees, as work clothing and the domestic worker policy.

II. ORGANIZATION OF PERSONNEL MANAGEMENT UNIT BY CENTERS
POSTON

Personnel officer handles appointive personnel.
Assistant personnel officer - evacuee transactions
and appointive personnel transactions.

All other duties are spread between Personnel
Officer and Assistant Personnel Officer.

An appointed clerk handles all payrolls for
appointed personnel. They have a regular
transactions officer coming to take over a
transaction officer's duties. Also a technician
is reporting for duty.

ROHWER

The transactions officer is taking care of personnel
to a great extent.

Personnel Officer - in charge of labor relations,
quotas, etc.

The technician handles detail work almost entirely.

HEART MOUNTAIN

Housing of appointed personnel handled by Welfare
section.

Assistant Personnel Officer handles recruitment of
personnel, etc.

Transactions officer handles appointed personnel
transactions, payroll, bond pledges and retire-
ment.

Technician - classification and surveys. Also
handles vacation leave for evacuees.

GILA RIVER

Personnel Officer handles appointed personnel trans-
actions and chairman of housing committee for
appointed staff.

The Assistant is in charge of evacuee employment
transactions.

MANZANAR

Not yet entirely organized.

GRANADA

Personnel Officer in charge of all appointed personnel transactions.

Personnel Technician - staff housing, evacuee employment transactions.

Personnel Clerk - payroll, bonds and retirements.

MINIDOKA

The Technician is in charge of staff housing.

The Transaction Officer - appointed personnel transaction, bonds, and retirement.

Assistant Personnel Officer - evacuee leave

Personnel Officer - recruitment and placement of appointed personnel.

TULE LAKE

They do not have any residents working in the transactions unit.

III. CLASSIFICATION AND ORGANIZATION

1. If a local condition exists wherein we should depart from an established organization set-up, proposal should be accompanied by plenty of justification, statistics, etc.
2. You can use same leeway on emergency position for evacuee as for appointed personnel.
3. Rohwer finds increased efficiency results with older persons for boilermen and janitors.
4. Instead of using the regular form called "Advice of Position Change", WRA 326, the Washington office will send a confirming teletype authorizing a position change, etc. This confirming teletype will be numbered in the same series as our present WRA 326's. We are to file these confirming teletypes in the same file with the WRA 326's.
5. On acting positions use same allocation date as original date of allocation.

6. It is not necessary to use position numbers unless the finance section finds that this is desirable. On all evacuee job descriptions that do not have a similar "Mother Hubbard" we should type on these positions the following: "and performs related duties as assigned".
7. Mark Benson of the Washington office states that the job descriptions that we now have were based upon the labor market situation of over a year ago. Mr. Benson realizes that in all cases it will not be possible to find personnel to meet the "to the letter" requirements of our present job descriptions. A certain amount of lowering of standards when hiring new personnel will be allowed. However, we will be expected to follow in promoting and reassignments, Circular Letter 257 as much as possible.
8. When a center is on the receiving end of personnel from another center that is being closed, they should immediately ask Washington for additional position allocations for each section and division with full justification on basis of increased need by virtue of additional population.
9. Washington office recommended that centers make surveys at the projects to provide Washington with studies that would give them data on center standards. It was felt that these surveys should be carried out on a uniform basis at all centers. It was recommended that surveys measured the units of work to be performed, the quantity of work to be performed, the time consumed in the doing of the job, and the determination of the man hours needed.
10. It was the opinion of some of the centers that we had now reached the point that provision should be made to set jobs aside for superannuated persons.
11. Some feeling was expressed that it would be well to set minimum ceilings of center employment for each section and unit. In this respect a dining hall was used as an example. It was believed that a standard should be set below which a dining hall would be closed if it served less than a certain number of persons.
12. We were advised that the Director definitely felt that evacuees should be used wherever possible. That there was rather remote possibility that we would get additional appointed staff positions.

13. The quarterly budget should be an opportune time to review personnel needs for the coming quarter. Personnel should review all justifications and assure that they are adequately prepared in detail giving facts and figures to justify the need.
14. Position control was discussed at some length. Washington requested that on the Journal for appointed staff it was necessary to indicate when a replacement was being made, who was being replaced and why. Centers were admonished to establish position control on those positions needing Washington approval. It was pointed out that on evacuee employment ceilings, it was necessary that the project stay below the ceiling. All requests for acting positions must be presented to the Washington office for approval. Acting positions do not continue to exist when the incumbent leaves.
15. Type of surveys that were recommended to be made by the Personnel Technician. The technician should assure that every worker is doing the job for which he was hired.

In performing these surveys, Washington assured us that they would be willing to send staff members to assist on invitation from the project.

16. Stress was placed upon the fact that every employee should know his job description and have a copy of it. Rohwer had sent a copy of the job descriptions to each worker asking for comments as to the adequacy of the job description. A report had not been compiled of the workers' comments.

It was expressed that it was believed best for an audit to be made of each position. It was also suggested that each supervisor should sit down and advise each of his workers as to their duties.

IV. EVACUEE LABOR RELATIONS

The right of evacuee workers to bargain collectively has been established by the WRA. At the present moment the need for organized methods of dealing with the evacuee problems is still to be established in most of the centers. The centers reported as follows on their Labor Relations' Set Up:

POSTON

Uses a Man Power Commission to handles all labor relations problems.

The Commission got into several deadlocks and present plans call for setting up a Fair Labor Practice Committee.

MANZANAR

Handling all such problems through block managers.

Evacuees are not convinced of the need for a fair labor practice committee.

TULE LAKE

Moving slowly on the problem. Their situation is unique as they have large numbers of unemployed.

At this time are using War Representatives who handle all labor problems.

HEART MOUNTAIN

Do not have a Fair Practice Labor Committee.
Have attempted to elect one on four occasions.
Are presently working through the City Council.

JEPOME

Do not feel the need for a committee. Labor problems are handled through counseling.

GRANADA

No need felt by the evacuees for a committee. Grievances are handled by Block Managers and the Placement Office.

GILA

Block Managers and the Executive Committee of the Council handle all labor problems. They are fearful of creating difficulties by establishing a Fair Labor Practice Committee. The intricacies of an election for the Committee has proven another stumbling block.

MINIDOKA

Is working through a Committee of the Council which was set up in February.

ROHWER

Working through Block Managers and City Council.

Washington requested that every effort be made by the centers to send in their proposed plan of dealing with labor relations as soon as possible.

A study of a labor dispute was presented by Washington. Direct factors of the labor dispute were listed as follows:

1. Pressure groups both evacuee and appointed personnel.
2. Labor shortage and age of workers.
3. Changes due to abolishment of certain services.
4. Overlapping of supervision.
5. Negative attitude of appointed staff.

Indirect Factors:

1. Nisei-issei conflicts.
2. Reactions against issei attitudes and controls.
3. Rumors and stories, non-rational thinking.
4. Individual, personal and group ambitions.
5. Replacement of younger persons by older.

General Factors involved:

1. Demand for labor and equipment.
2. Need for elasticity to supervise foreman relationships.
3. Evacuee psychological background.
4. Appointed staff conflicts.
5. Appointed staff psychological background.

In respect to the attitudes of the appointed staff it was the consensus of opinion that in this respect something could be done. Evacuee attitudes on the other hand are difficult to deal with. Weaknesses and prejudices of the appointed staff are soon recognized by the evacuees. There is a definite need for sincerity of purpose on the part of the appointed staff. It was agreed that respect is commanded but never demanded.

Appointed staff fall into three groups: Those known as evacuee lovers, on the other extreme--evacuee haters, with the middle group who have objective thinking. The so-called lovers and haters are just as dangerous on the staff and will create difficulty.

TECHNIQUES OF DETERMINING ATTITUDES:

1. With the assistance of the Community Analyst, the Personnel Officer should have knowledge of existing attitudes on the part of all appointed staff. Weaknesses should be spotted and an effort made to strengthen such weaknesses.
2. Determine the effect of evacuee thinking on members of the appointed staff.
3. Be cognizant of conditions that may develop into a crisis between evacuees and appointed staff. Every effort should be made to assure that such difficulties would not become a crisis, if evacuees demand the removal of appointed staff member.
4. Project Director in discussing with his key staff members should through adequate presentation develop would simmer on down to the rank and file members of the staff.

DOMESTIC POLICY

1. It is necessary that only one wage scale prevail in center operations.
2. The matter was discussed at Project Directors' meeting in March and centers advised that change would be made.
3. Delay in getting instructions to field permitted change of starting date from May 1 to June 1.
4. All directors have been advised that no double standard of wages will be permitted to exist on a project.

HEART MOUNTAIN

Community Enterprises has set scale of \$24 per month.
Plan is working.

GILA

Cooperative has taken matter under advisement.

POSTON

Charges \$40 for full-time worker, \$20 per month for half-time worker.

At present there are 8 evacuees so employed by the appointed staff.

They have had some resentment from the evacuees that they do not get the direct benefit of their efforts.

If disciplinary action must be taken, it is up to the Project Director to take such action.

In the event of both man and wife working with minor children and one of them wishes to resign, it is suggested the LWOP be recommended for the wife to permit time to work out a solution.

It was pointed out that persons on the outside, particularly Washingtonians are having difficulty in getting domestic assistance.

VI. LABOR SUPPLY

1. Review recommended of Form 12 to assure that every worker is properly assigned and that every worker is using their experience and training to advantage-- that is, enhance their potentialities for future employment.

To date there has been no need for any center to set up projects for excessive personnel.

VII. WORK CLOTHING

Clothing allowances established originally:

1. To permit worker to pay for own clothing.
2. Due to pressure from field, issuance of work clothing was established.
3. Recent surveys request from Centers resulted in 10 different recommendations. Some centers gave a large number of items; others very few. Lack of uniformity in application of policy in all centers.

Discussion of Proposed Revision:

1. Go out of clothing business completely.
2. Compute costs of clothing for different types of workers and increase basic clothing allowance.
3. Only issue work clothing of certain items not readily available to workers.
4. A large amount of army clothing on hand. What can be done with it. The Army has refused it and no one else wants it. Can it be remodeled?

No definite agreement was reached at this meeting but matter was referred to a committee.

VIII. APPOINTED EMPLOYEE SERVICES

The initiative to start employees services should be with the Personnel Officer with principle assistance to be given by the Community Activities Supervisor. Stalley says that the Community Activities Supervisors are "dying" to be asked to help. Stalley suggests that a committee to set up to start the ball rolling. A member of the personnel management section should be in the committee. A committee should not be too heavy with administrative chiefs. It should have single folks as well as married folks. The group should be small but representative. Persons with children should be included.

TULE LAKE

Has a club in which they pay \$2.00 a year admission and \$.50 a month. They have pool table, ping pong, a bar selling sodas, ice-cream, beer, candy, cigarettes, cigars, etc. They have evacuee help behind the counter. The club sponsored the recent bond drive. The club has experienced trouble getting married couples interested. They had an evacuee band for the last dance. Soldiers are allowed to the club house but they cannot buy beer. Club has folk dancing fairly frequently--it started off with 5 to 6 people and at the present time 40 to 50 people are interested in this recreation. They also have a circulating library started. They have an executive committee which appoints other committees such as dance committee, etc. A play-ground is being started for children; the club has \$800.00 in the bank.

Tule Lake has sponsored sight seeing trips.

POSTON

Has a circulating library, three swimming pools, and a golf course. Swimming pool and golf course used by evacuee and appointed personnel jointly. They have monthly parties but there is no definite scheduling of these parties. They have nursery schools, have adopted a special method of paying terminating employees before they leave.

MINIDOKA

Has a transportation contract for transporting individuals to the nearby community. This contract provides 26 trips per month at \$10.00 per month.

MANZANAR

Appointed personnel are allowed to utilize the camp hospital the same as the evacuees.

GRANADA

Appointed personnel are allowed to make use of camp hospital facilities only in emergency cases. A sort of Medical Union has been established utilizing facilities at Lamar.

GILA RIVER

Has a snack bar where coffee and doughnuts are sold. They have established a "company fund system". Once a month they have a dinner-dance party with a floor show.

JEROME

Has a pool table, juke box, etc. An elaborate club system and a very completely furnished rec. hall has been established.

GENERAL

1. For financial assistance for employees write to Department of Interior, Employees Credit Union, Salt Lake City, Utah
2. Most projects have the project physician examine new employees and make out medical certificates. Washington advises us, however, to have the people go to their nearest community if at all possible for physical examinations.

3. Ninth Service Command regulations apparently are that the wives of the Military Police cannot work for the War Relocation Authority; up to each Commanding Officer.
4. One center has weekly folk dancing. Both evacuee and appointed staff attend these.

IX. MESS MANAGEMENT

Minidoka

Feels that as long as appointed persons are paying for meals that they should be able to buy food for their mess separately.

Jerome

Has hired a woman for \$150 a month to handle the mess. Supplies are brought through regular mess. The meals generally run about \$.20 per meal. To casual visitors meals are approximately \$.35 per meal with ration book.

Colorado River

Has a woman supervising the mess. Meals are \$.40 per meal. Apartment people are restricted to 7 meals per week.

Tule Lake

Mess handled entirely by the chief steward. Meals are \$.30, \$.35 and \$.40. Meals are very satisfactory. Have no food committee.

Manzanar's

Chief steward is boss. Cafeteria style prevails. Have two choices: 2 meats, 2 salads, 2 drinks. Have very good meals. Meals run from \$.25 to \$.45 per meal. Last two weeks have been around \$.35. For casual eaters the rates are stepped up. The rates are changed about every two weeks.

General

Anybody that eats more than 7 meals per week is required to hand in ration books.

X. RELATIONSHIPS BETWEEN CENTER PERSONNEL MANAGEMENT SECTION
AND REGIONAL SERVICE OFFICES.

Speech by Clarence L. Edwards, Director, Thirteenth Regional Civil Service Commission. Commission has made following changes in its operations because of the War:

1. In their Washington office have a liaison officer for all federal agencies.
2. Field officers have been stationed in the field at all large installations.
3. Branch offices have been established whenever necessary.

In the Thirteenth Region, Salt Lake City, is a newly established Branch Office.

4. The Commission has decentralized authority to permit prompt placement.
5. War Service Regulations permit appointments on non-competitive basis.

Commission finds it hard to provide the service they would want to give us for the following reasons:

1. Isolation of centers.
 - a. Bad communications.
 - b. People don't want to come to relocation centers because of this isolation.
2. Dwindling labor supply.
3. Prejudice on the part of some towards Japanese.

Mr. Edwards feels that there is too much delay in notifying Commission of decision as to whether we want a person who has been certified to us. The restriction on \$3200 positions is a definite handicap to Civil Service Commission serving us. (Object to delay of Washington clearance)

Mr. Edwards recommends that we send recruiters to the places where there are potential employees and recommends further that they be hired on the spot.

CONDITIONS UNDER WHICH WE MAY ISSUE STATEMENT OF AVAILABILITY

1. Discharge
2. Laid off for 7 days or more
3. If an undue hardship would result
 - a. Excessive commuting time and money for commuting.
 - b. Health
 - c. Women to join husband.

Mr. Edwards does not know of any restriction for furnishing statement of availability for doctors or nurses.

Standards for original appointments are always higher than for promotions. Standards must be lowered to meet present needs.

HIRING OF NON-CITIZENS:

They may be hired:

1. Provided no citizens available.
2. If person is qualified.

RESIGNATIONS

Mr. Edwards recommends that when workers wish to resign or have skill that is not being used to advantage that an effort be made to retain that person in Federal Civil Service. If after ten days the Civil Service Commission cannot effect a transfer, the individual will be referred to the United States Employment Service.

XI. RECRUITING

Benson reported following plans had been used by projects:

1. Civil Service Commission gets radio publicity for center.
2. Appointed staff members have been asked for names of prospects.

3. All evacuees below CAF-12 have been posted.
4. Promotions at the project level have been made to fill more responsible positions.

Assistance of Washington office in recruiting:

1. Commission has ruled that the Washington office cannot recruit for field positions.
2. In order to obtain national recruitment for any position, a letter must be sent to the Washington listing the critical position, the date it was sent to the Civil Service Commission, what candidates were made available and why they were not hired, with the request that the National office assist in recruiting needed personnel.

Transfers and promotions between centers was discussed. It was felt that these were necessary, but there was need for integrity on the part of the recommending center for either a transfer or promotion.

WELFARE RECRUITMENT

Washington anticipates that national welfare recruitment will be lifted soon.

DIRECT RECRUITMENT

Washington has advised Civil Service Commission that direct recruitment is not advisable.

AVOCATIONAL EXPERIENCE

Avocational experience is not considered as a substitute for experience requirements.

HIRING OF NURSES

If we find a nurse, put her on a 30 day emergency appointment and get Washington's approval afterwards.

ACTIVE PERSONNEL FILE

All persons on military furlough and who have been separated since March 25, 1943, should be filed in the active files. These files should be tagged with different color.

SERVICE RECORD CARDS

Washington office wants a complete set of our Service Record Cards. They will keep the cards up to date from copies of journals that we send subsequently.

LEAVE

The persons who were docked one day's pay for Thanksgiving of last year should have been suspended for one day and journalized accordingly.

VACATION LEAVE

A suggestion was made that vacation leave should consist of 14 days and travel time.

COMPENSATORY LEAVE (off the record)

If Washington office does not hear of our extending of 90 day time limit in which compensatory leave should be taken, the Washington office won't worry about it. Washington office suggests that we do not keep compensatory records on doctors and nurses. Washington office states that we can use our own system for setting up compensatory leave that does not have 90-day limitation, i.e., compensatory time worked in order to provide shopping time during same week.

UNRRA

The UNRRA is not considered a Federal Agency. Therefore, any person that goes to UNRRA from War Relocation Authority is not considered a transfer. He should be paid for his terminal leave and separated as a resignation.

MILITARY FURLOUGH

Refer 20.1.102 (F) (1) (c). The Washington office is going to advise us whether this provision should be retroactive.

RULE ON LWOP LEAVE

If you take LWOP in one calendar year you cannot be advanced annual leave the next year.

SICK LEAVE

A person separated to enter military service is entitled when returning to Civilian service to whatever sick leave he had to his credit when he left Federal Civilian Service.

OVER-LAPPING POSITIONS

The apparent conflict of instructions contained in 20.1.29 and 20.1.105 will be clarified by Washington office. In the meantime Mr. Brooks thinks that it is all right to employ a person temporarily to fill a vacancy created by a person going on LWOP.

PROCEDURE FOR PROMOTIONS AND REASSIGNMENTS

1. Promotions that are \$3200 or more - Get Washington and Civil Service Commission approval simultaneously. If promotion does not meet Circular 257, length of service requirements, we must get pre-audit of Commission with CC of 62 to Washington with OEM-28. Justification should accompany.
2. If a promotion does not meet length of service requirements and proposed position is below \$3200, not necessary to get Washington approval. Only Civil Service Commission pre-audit necessary.
3. For acting position for a position below \$3200 Washington needs to pass only on establishment of position, not on the individual. However, if proposed acting position is to take place of a full \$3200 position, Washington approves both position and individual.
4. Reassignments within same grade with past experience in same line as proposed position, pre-audit not necessary. If proposed position is not within same grade (promotion) then must meet both length of service and experience requirements. If does not meet length of service requirement, pre-audit necessary. A reassignment for a position below \$3200 does not require Washington approval.

GENERAL INFORMATION

When sending in OEM-28 be sure to give Washington all necessary information to insure as prompt action as possible

Submission of Form 62 to the Commission for post-audit is to be done in the manner in which the local Salt Lake City office desires.

XII.

PERSONNEL UTILIZATION (Meyer T. Bunger, Civil Service Commission)

The Civil Service Commission as the Central Personnel Agency of the Federal Government has been asked to determine if the Federal Agencies are taking positive steps to insure the maximum use of their employees. With man power at a premium the spotlight must be thrown on those aspects of good management which emphasize economizing in numbers of personnel and getting the best possible results per employee.

The Civil Service Commission is requesting quarterly reports from every Federal Agency to determine that progress it has made in effecting better personnel utilization.

The following are points emphasized by Mr. Bunger that an Agency should do to effect better personnel utilization.

1. Conduct a survey at each appropriate operating level or geographical location for the purpose of disclosing and correcting lack of use of employees' skills on a full-time basis.
2. Analyze employees' needs for training and make certain that within the framework of present authority necessary training facilities are available.
3. Establish a program for improvement of supervision at all levels.
4. As an important phase of this program, develop a system which will result in each supervisor's reviewing periodically with each of his employees exactly what the employee is expected to do.
5. Organize a planned, progressive employee relations program.
6. Install, within the framework of present authority, medical, health, and safety program.

The survey should also determine whether or not overtime is necessary. As a rule overtime is due to poor management, undertime as well.

Every effort should be made to liquidate dissatisfaction (gripes) at their source. Gripes should not be permitted to become grievances.

A low turnover rate is an indication to the Commission of the effectiveness of management. Mr. Bunger pointed out

that the WRA had a high turnover rate. He appreciate the fact that there were factors such as location, isolation, etc., which effected this rate, however, good management should tend to reduce the turnover.

XIII. TRAINING (Inez Mercer)

Training is a tool of management. It is a device that management uses to enhance and improve staff performance. To determine the type of training needed, a survey was made in the Washington Office and in one of the projects (Central Utah) to identify typical current operation problems to determine in what area training might be of assistance.

The result of the survey revealed the need for the following:

1. Induction and orientation of new employees both evacuee and appointed. The success of an induction training program depends on the supervisor's ability to instruct new employees. Orientation must include the review of the manual and administrative instructions and information about the function of other sections in the center.
2. Adequate information must be given to the worker as to the job to be done. Washington is now preparing a pamphlet on Center employment with space reserved for the Project to insert local data.
3. Lines of communication need refinement to assure that at all levels of the staff information is obtained.

GENERAL INFORMATION

It was suggested that a Procedure Officer might be established in each center. This officer would assure that new procedures be reviewed on receipt by the center and put into effect. This officer could also, after discussing with project officials make recommendations to Washington for constructive changes in the policy if deemed necessary. He would further explain these procedures to the project staff.

He could also assure that there was no overlapping of services in putting administrative policies into effect. He would be useful in interpreting these procedures and changes to the staff, assuring that all employees had knowledge of administrative directives.

SUPERVISOR TRAINING

The field of giving instruction to supervisors is most difficult but is something that must be done in all projects. Supervisors must be impressed with the following points.

1. Essential that personnel be utilized to its best advantage for the sake of the individual as well as for the project.
2. The Supervisor should be fully sold on the need of staff training.
3. Aware that good work relations are essential and that good work methods must prevail.
4. Be aware of the relocation program and assist evacuee in gaining proficiency to assist them in relocating.
5. The Washington Office recommends the following as immediate steps that should be taken by the project:
 - a. Improve lines of communication.
 - b. Establish induction and orientation program.
 - c. Assure that manual policies are being put into effect and coordinated.

Washington advises that Johnson, Chief of Vocational Guidance, feels that Personnel Management should advise the vocational guidance unit what areas of operations need in-service training at each project.

XIV. EFFICIENCY RATINGS (Benson)

Efficiency ratings are three types:

1. Regular--The regular efficiency rating is made yearly.
2. Trial--The trial rating is for center use unless the period exceeds ten months then it must go to the Commission.
3. Special--Special ratings may be made at any time of the year.

GENERAL INFORMATION

At the time an employee transfers to another federal agency, it is not mandatory to send current efficiency rating but in the interest of good relations it should be done. It is recommended that when the efficiency rating committee reviews ratings, if they feel changes are necessary they should discuss the rating with the rating and reviewing official to prevail on them to change the rating. If they do not wish to do this, the efficiency rating committee has the power to make the changes.

A general discussion followed on whether or not it would be wise to add an element on attitude on the efficiency rating sheet. It was recommended that since we had no general agreement, that projects should send recommendations to the Washington Office as to the advisability of adding such an element.

One project recommended that confidential reports be obtained from each division and section head on each member of the appointed staff under their jurisdiction. These reports could be made quarterly and used by the Personnel Section to determine progress being made by each worker.

X V. DRAFT DEFERMENT

Men 30 to 37 will not be drafted according to present instruction received by selective service until studies have been made as to availability of younger men. This deferment should last for three or four months. The interpretation of this instruction may, however, vary between draft boards.

The Projects should prepare lists of men 30 to 37 on which the center desires deferment. After this list has been submitted to Washington, if men so listed should receive notice to report for induction, the project should immediately advise Washington by teletype.

REPORT OF CONFERENCE COMMITTEES

1. Committee on Evacuee Employment in Business Enterprise
2. Committee on Appointed Services.
3. Committee on Washington Office Field Relations
4. Committee on Efficiency Ratings and Draft Deferments
5. Committee on Evacuee Classification
6. Committee on Clothing Allowances and Work Clothing
7. Committee on Labor Relations
8. Committee on Objectives of Personnel Management
9. Washington report on purposes of Personnel Management Program.
10. Suggested Orientation and Induction Program for Centers.

WAR RELOCATION AUTHORITY

PERSONNEL MANAGEMENT CONFERENCE

DENVER, COLORADO, MAY 29-JUNE 3, 1944

SPECIAL COMMITTEE REPORTS

REPORT OF COMMITTEE ON WASHINGTON OFFICE FIELD RELATIONSHIPS

RECOMMENDATIONS:

1. That visit of Washington staff members to a Center should not be for less than 15 days. The Project should be notified, preferably by the personnel office, of who is coming, the purpose of the visit, the date of arrival, and the period of the visit.
2. That every effort should be made by Washington staff members to spend two weeks at each Project each year. A schedule to be prepared for this coming fiscal year by Washington to assure adequate coverage of Centers without overlapping of visitors.
3. That in our official relationship both Washington and Field Staffs appreciate the fact that they are employed in the same program and approach their mutual problems with intellectual frankness and integrity.
4. That exchange of personnel between Washington and Centers and between Centers be encouraged to assist Washington in learning Center problems at first hand and to assist Centers in profiting by each others experiences.
5. That Washington work out procedures to assure that there is prompt exchange of ideas between Centers and so permit all Centers to profit by the day-to-day experiences of individual Centers.
6. That should Washington send a Project an interpretation of policy, copies should be sent to all Projects to assure uniformity of administration.
7. That prompt replies be made to all communications between Washington and Projects when decisions are not available immediately, or progress reports should be sent advising that the matter is under consideration.
8. That Washington adhere to an established policy of informing Project Directors when replying to evacuee communications.
9. That Washington relieve the Project as much as possible of pressures that tend to irritate both evacuees and appointed personnel.

10. That when changes in policy are instituted by Washington the reasons for the change be given to the Projects in detail. This will enable the Project administrators to proceed to effect the changes with understanding and tend to eliminate friction among those involved.
11. That when major changes in policy effecting evacuees are made, the Washington office should prepare a suggested statement for evacuees to assure uniform information at all Centers. The Projects should have leeway in adding to the instructions to meet their local needs.
12. That Washington, wherever possible, grant the Centers as much latitude as possible in effecting adjustments and changes in policy to suit their local conditions.

WAR RELOCATION AUTHORITY PERSONNEL MANAGEMENT CONFERENCE

DENVER, COLORADO, MAY 29-JUNE 3, 1944

Special Committee Reports

Report of General Session on Efficiency Ratings and Draft Deferments

Recommendations:

1. That Washington issue lists of elements to be considered in preparing efficiency ratings for each type of position. Such elements shall be considered the minimum, and others may be rated at the discretion of the personnel officer and rating official.
2. That the question of whether an item on attitude toward evacuees shall be added to the rating form shall be left to the personnel officer for the time being. Further consideration will be given to the question by the Washington staff.
3. That supervisory items in ratings be considered in relation to supervision of both appointed and evacuee employees.
4. That men whose names may be submitted to Washington for draft deferment be contacted to determine their wishes in the matter.
5. That those Centers wishing to use efficiency ratings for evacuees may do so, but that no uniform requirements will be made by Washington.

Report of Committee on Evacuee Classification

Recommendations:

1. That the proposed handbook, Section 50.5.6, be endorsed, subject to minor corrections, and that it be used as a guide pending receipt of the official handbook issuance.

Report of Committee on Clothing Allowance and Work Clothing

1. That each project budget its requirements for work clothing by activity of work operations. The project will purchase necessary items needed, such as coveralls, aprons, boots, gloves, etc. Clothing will be placed in stock and issued as needed in work operations.
2. That all clothing be the property of the Government and be accounted for in the same manner as other tools of operation.
3. That the types and quantities of clothing purchased be determined by the projects. The present list, as covered by the manual, to be used as a general guide.

4. That there be no purchase of special uniforms for groups, such as Internal Security Officers, Fire Protection Officers, etc.

5. That the present clothing allowance rates to evacuee workers remain unchanged pending a survey by Welfare.

WAR RELOCATION AUTHORITY
PERSONNEL MANAGEMENT CONFERENCE
DENVER, COLORADO, MAY 29-JUNE 3, 1944

SPECIAL COMMITTEE REPORTS

REPORT OF COMMITTEE ON OBJECTIVES OF PERSONNEL MANAGEMENT SECTION

RECOMMENDATIONS:

1. Analyze personnel management section on Project to:
 - a. Determine if the section is organized in accordance with approved chart.
 - b. Determine if staff is performing duties in accordance with job descriptions.
 - c. Make adjustments where necessary due to staff shortage or special requirements of Center operations.
2. Analyze appointed personnel organization to:
 - a. Determine if appointed personnel are performing duties in accordance with job descriptions.
 - b. Determine if lines of authority are in accordance with Project organization as approved by Washington.
 - c. Make necessary adjustments required by staff shortages or specific local conditions of Center.
3. Complete classification of evacuee jobs on Project in accordance with standard chart.
 - a. Study title structure, and number of jobs, by division and sections.
 - b. Determine if special classifications are needed for specific jobs, or if the present classifications are sufficiently flexible to cover assignments.
4. Develop special contacts and confer regularly with division and section heads to enable the personnel management section to have current information on overall personnel needs of the Center.
 - a. Special contacts should include the Community Analyst, Internal Security Officer, Chief Project Steward, Attorney, and Reports Officer.

- b. Regular Conferences should be held with all block managers, community council members, and others who can assist on labor relations problems.

5. Install training programs.

- a. Work with appropriate Center units on such programs as on-the-job training, apprenticeship training, vocational training, adult education, etc.
- b. Conduct orientation training for appointed personnel.
- c. Educate all appointed personnel on lines of authority and channels of procedure to be followed in personnel transactions such as employing or terminating evacuee or appointed employees.

WRA PERSONNEL OFFICERS CONFERENCE

Denver, Colorado

May 31, 1944

REPORT OF COMMITTEE ON LABOR RELATIONS

In the discussion of labor relations at the general meeting, it was apparent that the center representatives divided roughly into two groups in their opinions. One faction representing an opinion that no evacuee group representing labor was necessary or, in some cases, desirable. The other faction representing the opinion that an organized representative evacuee group participating directly in labor or employment problems would be advantageous.

The second group have installed, or in the process of installing, a procedure whereby labor problems will be channeled through a representative workers group.

Those centers not favoring such an organization of evacuees, objected generally for two reasons.

- (1) That evacuees do not favor such an organization.
- (2) That there would not be sufficient work to justify such an organization.

After consideration and discussion, the committee, with members from both types of centers, was in agreement that both evacuees and appointed staff often failed to recognize the full scope of a representative evacuee labor organization and the important contribution they could and should make to center administration. It was felt that there was a fear at some centers that evacuee labor organizations would become undesirable pressure groups and because of this some Project Directors and their Deputies prefer personally to handle employment problems.

In consideration of these findings, the committee submits the following recommendations:

- (1) That a procedure be established for guaranteeing the rights of WRA workers as defined by the Manual in the field of labor relations.
- (2) That this procedure be reduced to writing, published, publicized, and made available to all center residents.
- (3) That the procedure established for channeling labor relations problems should provide that the Personnel Officer represents the Administration in negotiation with the workers' representation and that the Project Director shall act as the final rather than the initial contact in labor problems.

- (4) That the Personnel Officer at each center undertake a thorough study of the contribution which a representative evacuee organization can make to center management.
- (5) That the Personnel Officer at each center initiate an active educational program for evacuees and appointed staff alike, with reference to the needs and benefits of increased direct participation by evacuees in solution of the employment problems of the center.

General objectives and Functions of WRA
Personnel Management Program on the Center

Purpose of the Personnel Management Program

To develop personnel management program which will enable WRA to provide maximum services in the relocation centers with the most efficient and economical use of manpower, materials and money.

Objectives to be attained

1. To develop a sound and integrated organization, keeping staff at minimum size consistent with efficient and economical operation.
2. To develop sound employee morale through a program of non-financial incentives, training and counseling.
3. To prove qualified personnel to carry on all the services and operations required at the center.
4. To get the right man in the right job, whether it be appointive or evacuee.
5. To encourage proper work habits among evacuee and appointive personnel.
6. To measure and increase the efficiency of work operations and the personnel of the center.
7. To help employees understand their duties and responsibilities and their places in the organization.
8. To obtain complete evacuee interest and participation in the operations of the center and cooperation between evacuee and appointive staff.

Classification and organization functions to be carried on

1. To establish evacuee and appointive positions in accordance with the standard position descriptions and organization charts transmitted from the Washington office.
2. To recommend reassignment of proper duties to appointive and evacuee employees who have been misassigned.
3. To study relationships of positions in the same organization unit and across organizational lines.
4. To prepare recommendations and justifications for changes in standard positions and in the standard organization chart.
5. To prepare position descriptions and justifications for the establishment of new evacuee and appointive positions.

6. To conduct classification surveys to determine whether appointive and evacuee employees are performing duties in accordance with the standard position descriptions.
7. To study, ascertain and record adequate production standards for various types of work.
8. To prepare and maintain organizational, personnel and functional charts.
9. To study and report to the Project Director and to Washington the efficiency with which specific operations and activities are conducted. As far as possible to collaborate with the Budget Officer in carrying this out.
10. To recommend changes in procedures and work methods.
11. To determine the number of employees, appointive and evacuee, required to provide the essential services and operations of the center.
12. To recommend additional activities of value to the center that can be undertaken to provide additional work for employable evacuees.
13. To review and recommend changes in the allocation of appointive positions and the compensation for evacuee positions.

Placement and training functions to be carried on

1. To recruit appointive personnel in conjunction with the Civil Service Commission, involving occasional trips to neighboring towns and cities.
2. To select and place qualified candidates in both evacuee and appointive positions after review of personnel history and other records.
3. To orient new employees with respect to history, objectives and functions of NRA.
4. To reassign evacuee and appointive personnel who have been misplaced.
5. To administer the transfer program.
6. To install and administer the policies with respect to promotion and demotion.
7. To administer the employee relations program, involving the adjustment of grievances and complaints and to recommend changes in the employment and employee relations program and policies.
8. To counsel evacuee and appointive employees concerning personnel problems.

Placement and training functions to be carried on (continued)

9. To conduct exit interviews with evacuee and appointive personnel to reduce turnover.
10. To administer, and train supervisors in, the preparation of efficiency ratings.
11. To regulate and review disciplinary action taken against evacuee and appointive personnel.
12. To administer the separation and furlough procedure and program in accordance with instructions from Washington office.
13. To review qualifications standards developed in the Washington office and to recommend changes therein.
14. To administer various oral and written tests, in accordance with instructions from the Washington office, to appointive and evacuee candidates to determine their qualifications for various positions.
15. To arrange with Civil Service Commission for the administration of civil service tests to establish eligibility of evacuees for civil service positions.
16. To administer programs of non-financial work incentives, such as employees suggestion programs, contests, awards for outstanding services, etc.
17. To train:
 - a. Foreman and supervisors in the elements of good supervision.
 - b. Employees through an organized system of on-the-job training and in-service training.
 - c. Apprentices in programs developed jointly with the vocational training specialists on the center.
 - d. Understudies in anticipation of turnover.
18. Develop plans and administer the program concerned with housing for appointive personnel.

Transactions functions to be carried on

1. To install transactions procedures prescribed by Washington office for the appointment, promotion, transfer and separation of evacuee and appointive personnel.
2. To install and maintain required personnel records and files (appointive and evacuee.)
3. To prepare regular and special personnel (appointive and evacuee) reports for transmittal to Washington.

Transactions functions to be carried on(continued)

4. To maintain routine contacts with Regional Civil Service Commission on requests for certificates, requests for pre-audit and post-audit of qualifications in accordance with Civil Service Commission Circular No. 257, etc., and to prepare documents needed.
5. To prepare and distribute journals.
6. To assist operating officials in preparation of requisitions and other documents needed to initiate personnel actions.
7. To maintain attendance and retirement records and to complete data thereon.
8. To furnish authoritative information on administrative regulations and policies, decisions of the Comptroller General, Civil Service rules and regulations, etc., with respect to personnel transactions.

ORIENTATION AND INDUCTION

I. Orientation (Responsibility of Personnel Management Section)

A. Pre-appointment

Letter or pamphlet

Welcome - What is expected of WRA employees

Description of life on a center; how appointed personnel live

Instructions about reporting for duty

B. Reception and entrance on duty

Meeting new employee

Quarters, mess, etc.

Formalities of completing appointment procedure

Interviews - personnel, supervisor

Introductions

Sponsorship

C. Talks on W.R.A. (for groups)

Purpose (and philosophy)

Historical treatment of development of functions, including important legal aspects

Organization

Major policies affecting project operation

Rules and regulations

Relationship between appointed personnel and evacuees, both working and social relationships

Attitudes

Social and recreational life on center

Discussion of assigned reading material

Employee Handbook

Selected speeches

Selected articles

Others

Note: Consider use of motion pictures and other visual material to illustrate or supplement talks; group visits to project activities with brief explanation by appropriate supervisor.

D. Follow-up interviews by Personnel

E. Interviews by Personnel with supervisor

II. Induction (Responsibility of Supervisor)

A. Become acquainted

Informal conversation about background experience, interests, first impressions of project, living arrangements, etc.

B. Discussion of the job

1. Work of the division and its relation to WRA program
2. Work of the section
3. Work of the unit
4. The newcomer's own job
 - a. What it is in general terms and its relation to other jobs in the unit.
 - b. Specific duties and tasks. Develop from job description but in more detail
 - c. Procedures and flow of work (Handbook)
 - d. Equipment, tools, materials, etc.
 - e. Standards of performance, as a basis for training and rating of efficiency

C. Breaking in on the job (by supervisor or by an experienced employee to whom the supervisor may delegate a part of this responsibility)

To the extent required by the individual in the light of his previous training and experience.

1. Break down each task or duty into steps, and note "key points":
2. Determine in which sequence duties or tasks will be taught (where specific instruction is needed):
3. Give detailed instruction, following these steps:
 - a. Preparation of both instructor and learner for the instruction to be given:
 - b. Presentation - tell, show, illustrate and demonstrate how the task is performed:
 - c. Try-out - have the new worker perform the task under close observation; help on difficult parts where necessary; point out errors; give further instruction if needed.
 - d. Give assignments to be done independently, but check results until sure the job is mastered. Make sure the employee asks the proper person for help if he gets into difficulty.

D. Agree upon definite standards of performance against which progress in actual performance can be measured.

- E. Periodically review actual performance and discuss with employee in light of standards agreed upon.
- F. As increased competence is developed, new standards may need to be set. This should always be done through conference and agreement with the employee.

WAR RELOCATION AUTHORITY PERSONNEL MANAGEMENT CONFERENCE

DENVER, COLORADO, MAY 29-JUNE 3, 1944

Special Committee Reports

Report of Committee on Evacuee Employment in Business Enterprise
As it Affects Evacuee Employment by WRA

Recommendations:

1. That the Center Personnel Officer work with the co-op boards and representative evacuee groups to reach a greater degree of uniformity of employment conditions between co-op and WRA employees in regard to the number of employees, the percentage of \$19 positions, and work standards.
2. That inequalities in employment be discussed with the Washington office of the Business Enterprises Section to determine what machinery, if any, is desirable or possible to adjust from the national level such inequalities where they exist.
3. That the following possibilities be explained in reference to the first two recommendations:
 - a. Agreement on a national basis as to a maximum percentage of \$19 positions in co-op employment.
 - b. Agreement at each Center as to the proportion of employees available on the Center to be hired by the co-op.

Report of Committee on Appointive Services

It is felt that the morale and well-being of appointive personnel is an important consideration of the Personnel Management Section. Housing, some form of financial assistance, health, transportation, recreation and child care, may have a vital influence on morale and should be of especial concern.

1. Housing

- a. Because of the important part played by satisfactory housing, it is felt that the Personnel Management Section should keep in touch with the situation according to the needs of the particular Project.

2. Financial Assistance

- a. The Washington office will furnish each Center with information regarding credit bureaus.
- b. It is suggested, however, that the Personnel Officer should contact a nearby bank in an effort to arrange credit for employees.

- c. It might be possible that the bank will furnish necessary funds, providing the employee's check be mailed in care of the bank.

3. Health

- a. Health is of vital importance to the efficiency of employees. In case any condition prevails that might impair the health of employees, attention from the medical officer should be invited.
- b. Consideration should be given to the possibilities of the establishment of a health insurance plan.

4. Transportation

- a. Consideration should be given to contacting a private bus company to the end that a satisfactory bus service be rendered.

5. Recreation and Child Care

- a. It is especially recognized that various forms of recreation are of vital importance to the well-being of the employees of the Project.
- b. It is recommended that a recreation committee be appointed to provide recreation and consider the problem of child care.
- c. It is recommended that the Personnel Officer and Community Activities Supervisor be ex officio members of such a recreation committee.

Report of Committee on Personnel Utilization and Training

Recommendations:

1. That the results of all appointed personnel surveys made on the Project be reported to the CSC and to Washington.
2. That the Washington office analyze available data on evacuee employment at each Center in terms of activities and send comparative data to the Centers requesting explanations where there are wide variations between Centers. On the basis of Center reports Washington should recommend to the Centers where personnel utilization surveys should be made.
3. That each Center set up an occupational file on the appointed staff. The Personnel Officer shall set up the type of file which best suits Center needs.

4. That the Personnel Management Section shall begin at once to conduct surveys to determine whether the appointed staff is performing work according to job descriptions. The Washington office shall provide staff assistance in conducting the surveys where requested.

5. That the Washington office shall develop and send to the Centers standard procedures for all types of surveys.

6. That the Washington office shall supply each Center with a list of evacuee and appointed personnel job descriptions. Each Center shall then request copies of the job descriptions which they lack and additional copies according to Center needs.

7. That the Washington office proceed with the proposed training program which shall include plans for the following specific programs:

- a. Orientation and induction training.
- b. Improvement of lines of communication.
- c. Supervisory training.

8. That the Washington office shall provide staff assistance to the Centers in introducing and installing a training program.

9. That if the proposed training program is adopted, a training officer should be appointed to the Personnel Management Section at each Center to have the responsibility for all training programs affecting both appointed and evacuee personnel.