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3 of 23

Administrative Management

\* U.A. REEL 89, FOLDER 40

Office Services

\* NA. Reel 90, FOLDERS 77-70

Personnel

\* U.A. Reel 90, Folder 80

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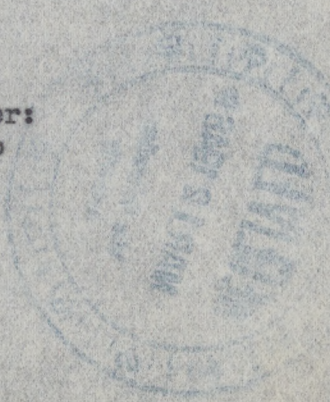
WAR RELOCATION AUTHORITY  
MINIDOKA RELOCATION CENTER  
HUNT, IDAHO

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Personal Narrative Report of the  
Administrative Management Division  
by: J. H. Nichols

\* \* \* \* \*

Position held at Minidoka Relocation Center:  
Assistant Project Director -- July 1944 to  
Feb. 1946





RECEIVED MAR 12 1946  
War Relocation Authority

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RECEIVED MAR 12 1946  
War Relocation Authority

#### A. Introduction.

The writer was associated with the Central Utah Relocation Center as Budget & Finance Officer from September 1942 to October 1943 and with the Departmental Office of the War Relocation Authority as Assistant Finance Officer from October 1943 to June 1944. During the month of April 1944, the writer was given the opportunity of a field trip to include the following centers:

Central Utah Relocation Center  
Minidoka Relocation Center  
Heart Mountain Relocation Center

During the field trip of April 1944 and while visiting the Minidoka Relocation Center knowledge of the center conditions in the Administrative Management Division came to my attention. Discussions were held with Center officials regarding matters pertaining to my mission and eventually prior to departure from the Center, discussions were held with the Center Administration as to the challenge that existed at Minidoka for an ambitious person to head up the Finance Section. This discussion developed into tentative plans for such an assignment. During the period from April 1944 to June 1944 the position of Administrative Officer at Minidoka became vacant, at which time the writer applied for the position.

Entrance upon duty at the Minidoka Relocation Center July 3, 1944 in this capacity was not as strange as was anticipated as everyone was most helpful and seemingly desirous to assist in one way or another. At this point it seems appropriate to divulge my comments regarding the status of affairs, suggestions and action taken.

#### B. Division Organization.

(1) The Division consisted of six (6) service sections in July 1944, namely:

- (a) Personnel Section
- (b) Finance Section
- (c) Supply Section
- (d) Office Services Section
- (e) Statistics Section
- (f) Evacuee Property Section





(1) NATIONAL INTELLIGENCE SECTION  
 (2) SPECIAL AGENTS SECTION  
 (3) INTELLIGENCE SECTION  
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- (2) In September 1944 some organizational changes were entertained much for the better, by placing the Property and Warehousing Unit, previously a part of the Finance Section, under the direction of the Supply Officer. At the same time divorcing the Mess Operations Unit from the Supply Section and establishing the activity as a separate section.
- (3) In February 1945, the Finance Section was changed organizationally to a considerable extent establishing modified units to be known as:
  - (a) Accounts Unit
  - (b) Examination Unit
  - (c) Expenditure Analysis Unit

Following this change, the Evacuee Property Section was withdrawn from the Division in April 1945 and placed under the direction of the Relocation Division.

- (4) The organizational changes made within the Finance Section of February 1945 were of necessity due to the availability of evacuee workers and staff in general. This modified method of maintaining accounts was undoubtedly a progressive move in light of Center liquidation.

The organizational change of Evacuee Property into the Relocation Division was a continuous topic of conversation prior to this change (at Minidoka). All consideration led to placing the activity under the Project Attorney. This was logical, mainly because of the legal aide office in conjunction with the Attorney's office. This suggestion was made to the Washington office, however, the decision finally reached undoubtedly operated more smoothly.

#### C. Division Personnel.

- (1) In July 1944 the status of Appointive Personnel in the sections obviously presented rather an unusual situation, mainly because of the needed help in all sections except Evacuee Property and Personnel. Surveys of the activities resulted in immediate desires and needs in practically all remaining sections and steps were taken to obtain the needed staff for the Finance Office as the first move in recruitment. The remaining sections' recruitment program to be enacted upon simultaneously.

(2) In September 1944 some organizational changes were ordered. The Finance Division was placed under the direction of the Chief of the Finance Division, and the Treasury Division was placed under the direction of the Chief of the Treasury Division. The Finance Division was also placed under the direction of the Chief of the Finance Division.

(3) In February 1945, the Finance Division was changed from a section to a division, and the Treasury Division was changed from a section to a division. The Finance Division was also placed under the direction of the Chief of the Finance Division.

- (a) Finance Division
- (b) Treasury Division
- (c) Administration Division

Following this change, the Finance Division was placed under the direction of the Chief of the Finance Division, and the Treasury Division was placed under the direction of the Chief of the Treasury Division.

(4) The organizational changes were made in the Finance Division of the Treasury Department. The Finance Division was placed under the direction of the Chief of the Finance Division, and the Treasury Division was placed under the direction of the Chief of the Treasury Division.

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Division Personnel.

(1) In July 1945 the staff of the Finance Division was reorganized. The Finance Division was placed under the direction of the Chief of the Finance Division, and the Treasury Division was placed under the direction of the Chief of the Treasury Division.



D. Section Status and Action Taken.

(1) Personnel Section--

At this time (July 1944) operations appeared to be in rather exceptional order, such as:

- (a) Leave records were current.
- (b) Retirement accounts were progressing favorably.
- (c) Payroll preparation current and the staff receiving pay checks on time.
- (d) Personnel actions current and proper periodic journals being made.
- (e) Evacuee Placement Office functioning, however, insufficient evacuee needs still existed.
- (f) Orientation program in practice.
- (g) Within-training program in operation to a certain extent and plans under way for expansion

Comments regarding subsequent activities will be discussed later in the report.

(2) Mess Operations--

Generally speaking, Mess Operations had functioned more smoothly and with less guidance than many other center activities. Center warehouse stock supply was not a serious situation. However, office activities were in immediate need of qualified assistance as "Activity Reports" were far in arrears.

The appointive personnel consisted of a Chief Steward, Project Steward and Storekeeper. The Project Steward left the program shortly after my arrival at the center. However, Mr. Richmond joined the staff from the Oswego Refugee Shelter in October 1944 which relieved this situation considerably.

The writer was impressed with one rather peculiar phase of the program:

- (a) First: The Finance Office requirements in record Maintenance.
- (b) Second: Mess Operation inventories and office record material for reporting purposes.
- (c) Third: Extensive ration point record keeping and stringent rules and regulations to comply with OPA requirements.

• Initial meeting was successful.

### --- Proposed Programme (5)

It is suggested that the following programme be adopted:

- (a) • Review of the situation in the country.
- (b) • Review of the situation in the country.
- (c) • Review of the situation in the country.
- (d) • Review of the situation in the country.
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- (y) • Review of the situation in the country.
- (z) • Review of the situation in the country.

• Review of the situation in the country.

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With the above type of assignments, the Section existed of persons of Food and Property handling ability. The consequence was to request the Washington office for a classified position to cope with the Office Manager and Accounting Clerk routine functions. Irrespective as to right or wrong, this change and type of Caucasian help in the office placed the Section office work and monthly reports on a current basis. This continued throughout the remaining months of operations.

(3) Office Services Section --

Not previously mentioned in this report, but Office Services Section was like many other offices on the center. Their physical arrangement did not have the least resemblance to an organized and efficient operation.

Prior to any detailed suggestions regarding this activity all odd pieces of furniture and unnecessary items were removed and like type desks brought in and the (Mails and Files) office arranged in a manner whereby the employees could accomplish proper handling of the incoming and outgoing mail.

The telephone office was made up of seven (7) evacuee girls and one Caucasian supervisor. Jobs were immediately obtained and evacuees released. Teletype machine moved from what might as well have been a public thoroughfare to the telephone office where incoming messages could receive proper attention. Under the previous system the entire camp was aware of important information before the Project Director

(4) Supply Section--

Generally speaking, the Section appeared to be under control. Catalogs were in use, however, the method of purchasing was completely divorced from an efficient and routine control. Property accounts were never consulted prior to purchase. Upon transfer of Property and Warehousing into the Section in September 1944, the offices were rearranged from the Administration Building to Warehouse No. 1 when the Property Office and its internal make-up was immediately accessible to the Procurement Office. Proper



warehousing at Minidoka was never accomplished until the later stages of the Personal Property surplus activity got under way. Segregation and having like items together was imperative to effect proper surplus property declarations.

(5) Statistics Section--

This activity was without a Section Head upon my arrival at the Center. However, Mr. Dallas Newell, Jr., Counselor, was detailed to head the section shortly after my arrival. Continued efforts to obtain full classification for this person failed because of a very obvious situation existing between the employees' previous supervisor and himself. This (supposed) material was made available to the Washington Office Welfare Section Head and acted upon confirming the Supervisor's thinking. Consequences were that the employee was picked up by the Relocation Division to head up the interviewing section where a bang up job was done in the final relocation work. The employee was later brought back into the Statistics Section on a detail basis to complete the center closure name-by-name accounting report which was completed and transmitted to Washington two weeks before center closure.

At the time Mr. Newell was disallowed reclassification because Washington approval could not be obtained, the only source of assistance was from the register of Civil Service. Selection made and after a period of ten (10) months the situation was obviously hopeless and consequently the Assistant Statistician took over. With the reassignment from various activities the closing roster was finished and all records shipped.

In general, the section did not have a qualified person in charge from November 1944 through the finish and consequently statistical studies were not made that should have been available for a proper program.

Main Gate operations was, in my estimation, a mis-assignment to the Statistics Section. Procedure itself could be fit to the local situations without too much difficulty, however, it seems such a function should have remained the sole responsibility of the Internal Security Section.

unsubstantiated as it was never substantiated until the  
later stages of the internal property ownership activity  
had been completed. Subsequent to having been completed  
was information to effect proper property ownership  
status.

Section 1000--

This activity was viewed as a section from 1000  
and at the time, however, the section was not  
viewed as being related to the section which it  
was. Continued efforts to obtain full information  
from the various offices became a very difficult  
task. Information concerning the employees' property  
ownership was obtained from the employees' property  
owners and the employees. This information was made  
available to the Washington Office, Office of the  
Director, and the Bureau of the Director's  
and was then submitted to the Director's  
Correspondence was that the employees were placed in  
the Washington Office to head up the following section  
which was up to date in the final collection  
work. The employees were later brought back into the  
section on a detail basis to complete the  
correspondence which was being reported on which was  
completed and forwarded to Washington two weeks before  
the final report.

At the time Mr. Howell was assigned to the  
section, the Washington Office could not be contacted  
on the subject of the section was then the transfer of  
the section. Information was then reported of the  
(10) section the section was eventually reported and  
consequently the Washington Office was able to  
the Washington Office from various offices the section  
the section and all reports filed.

In general, the section did not have a detailed  
view of the section from the time the section was  
consequently established and the section was not  
have been available for a proper program.



(6) Finance Section--

As mentioned earlier in this report, the Finance Section was in critical need of qualified help as the staff was definitely inadequate. Relief of this situation was realized when Mr. Murray transferred from the Central Utah Center to head up the Examination Unit and Mr. Forrest transferred from the Washington Office Field Staff to head up the Section in September 1944.

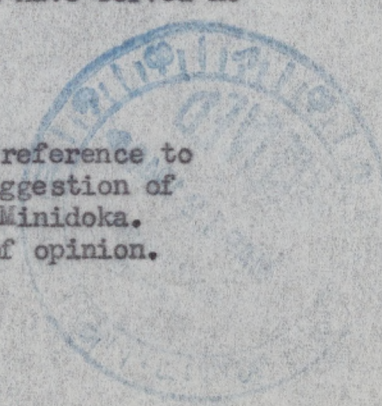
It might be said at this time, with this combination many of the minor discrepancies of the Section were corrected immediately and additional clerks were recruited to complete the staff needs.

It is the writer's wish at this time to comment briefly regarding the work on the part of the "Field Examiners". Shortly after my arrival at the Center a group of Auditors arrived to effect the regular routine inspection. This activity carried on for a period of five (5) weeks, involving all activities, presumably of Center operations. Report being submitted direct to the Washington office, properly circulated, briefed and returned to the Center concerned.

My comments hinge on a very fundamental approach in that this particular report was never, to my knowledge, made available to the staff. The question is whether the proper method is being used to arrive at the finished product. Assuming it is proper, then it seems only logical that enforcement of delivery is obviously lacking. Closing this commentary item; whatever method is to be used, such findings should be made available to those directly concerned (those actually doing the work) otherwise such costs and efforts from the beginning to end have served no purpose.

E. Administrative Management Division.

The above title being the organizational reference to various activities of the division offers one suggestion of within division training which was exercised at Minidoka. Actual accomplishments are presumably a matter of opinion.



(3) Finance Section

The following is a summary of the financial results of the project for the period from January 1, 1946, to December 31, 1946. The project was organized as a separate entity, and its financial results are reported separately from the other activities of the organization. The project was organized as a separate entity, and its financial results are reported separately from the other activities of the organization.

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Administrative and General Division

The above is a summary of the financial results of the project for the period from January 1, 1946, to December 31, 1946. The project was organized as a separate entity, and its financial results are reported separately from the other activities of the organization.

- (a) The various activities of the division because of their nature and make-up were without exception a service unit to each other as well as every other center operation. Bearing this thought in mind, continued efforts were made in the direction of proper orientation to thoroughly cultivate this thinking. Activities of the Division were certainly in a vulnerable position by exercising other thought of operating.
- (b) In view of the above it is suggested that a division consisting of this type of activity be referred to as "Administrative Services".

F. Physical Arrangements--

It is openly admitted on the part of the writer that the best physical office arrangements did not exist at Minidoka. A factor personally believed to be one of the major elements of importance in maintaining average office management and efficiency. Prior to the writer's entrance on duty there existed only one office on the Center. Meetings, private conversations, etc., had to be held in some out-of-the-way place (dormitory, recreation hall, etc.).

Immediate steps were taken to construct individual offices for division heads within the Administration Building and additional offices would have been arranged for had it not been such a late stage of the Center and also had the availability of materials permitted.

In general, careful planning pertaining to appropriate office location appears to be one factor lacking within the Center program.

G. Major Problems of the Division--

- (1) The writer is unable to recall any particular problems as a result of procedure installation. Various phases of the procedural releases were not complied with to the letter as local situations would not permit such; either because of physical location of the activity, staff available, etc. In lieu thereof, most usually a suitable substitute was arranged.

(a) The various activities of the division...  
 (b) In view of the above...  
 (c) It is recommended...

It is recommended that the...  
 The following...  
 The...  
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 The...

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The...  
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- (2) Local situations cropped up daily and received a treatment for absolute cure of many phases.
- (3) The one major problem encountered was the complete operation of the Personnel Section; namely:
  - (a) The head of this section was undoubtedly responsible for a majority of the personnel difficulties during the entire period of the section's organization. My efforts in the fall of 1944 to improve this phase of the Center weakness resulted in 100% non-support and the section was removed entirely from my direct supervision. It was not until actual facts of ability to perform were presented that did the Center receive some relief from this situation. Three major activities of the section were removed and transferred to the Finance Section in early August 1945. The latter part of August 1945 the section was returned to my direct supervision still in the same crippled condition. This condition remained up to the final Center closing months. In summary the writer wishes to comment that it certainly appears ridiculous to entertain a situation that if its inefficiency is tolerated long enough it therefore becomes a normal condition, consequently no serious need for improvement exists.

#### H. Liquidation Problems--

Administrative Management was on the receiving end as activities developed toward center liquidation which undoubtedly could not be avoided, namely:

- (1) Increased relocation necessitated augmentation of the Agent-Cashier's Office, Main Gate Office and Ration Book activities.
- (2) A rigid government property clearance program was created without absolute personal baggage inspection.
- (3) By far, the major direct function of importance was the surplus property activity. This program took root at Minidoka in October 1944 by placing the Procurement Officer on full time detail and the Supply Officer on part-time detail. Various categories of surplus property had been declared by the spring of 1945; however, actual sale and

disposition of property was not realized until April 1945 when the agricultural equipment was disposed of. The crew was augmented as much as possible throughout the year. Delays were realized when such activities as the movement of evacuee property became imperative to effect relocation; then all available labor and other help was assigned to maintain an up to date status. Prisoners of War were also obtained from the nearby camp (Paul, Idaho) to relieve manpower shortages.

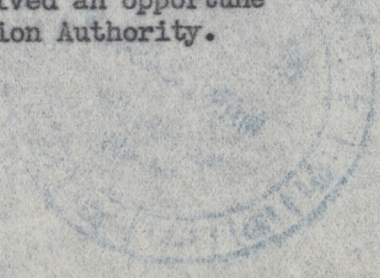
Reassignments were made where the employee could best be utilized from May 1944 through the closing months. It might be stated at this time that Minidoka was not fortunate enough to receive technical aid from the "disposal agency", consequently, progress may not have been as rapid as it should have been. In direct contradiction, it appears we were very fortunate to have employees throughout the center available on a reassignment basis qualified to provide the necessary technical aid and guidance and realize completion of the surplus job by center closure date.

#### I. Procedure and Policy--

It is well realized that the War Relocation Authority is a short lived governmental agency and the complexity of the program created many difficult situations as to policy and procedure adoption. It is stated without hesitation that the entire procedure policy of WRA was definitely far more advanced than many long-time and permanent agencies of the government. Those individuals directly and indirectly responsible for accomplishing this phase of the work are unquestionably entitled to a major portion of the credit for Departmental and Field understanding resulting in a smooth operation

#### J. Summary--

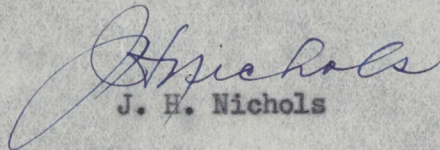
A wartime agency could not avoid the obvious hazards brought about by the unavailability of qualified personnel, however, by and large, most employees previously associated with one branch of the government or another received an opportune challenge by assignment with the War Relocation Authority.





My personal reaction is a grateful one and the opportunity to serve with the War Relocation Authority from the beginning to end shall be cherished always.

Respectfully submitted,

  
J. H. Nichols



Insurance on the one hand and the other hand is a matter of  
to give with the authority from the originator  
and shall be considered as such.

Respectfully submitted,

J. E. Nichols



REPORT OF THE  
OFFICE SERVICES SECTION

Minidoka Relocation Center  
Hunt, Idaho

Compiled by:

Esther E. Weston, Office Manager

Section Heads:

Lyle P. Worthington, October 10, 1942 to November 20, 1942  
Evelyn M. Anderson, October 17, 1942 to July 1, 1943  
Gertrude Seiver, July 1, 1943 to June 9, 1944  
Helen P. Newell, June 9, 1944, to July 11, 1945  
Esther E. Weston, July 15, 1945 to January 31, 1946

The position of Office Manager is under the supervision of the Assistant Project Director in charge of Administrative Management. It supervises:

1. Central Mail Room
2. Central Files
3. Messenger Service
4. Communication Facilities (Telephone, Telegraph, Teletype).
5. Office Supplies
6. Mimeograph Department.

1. Central Mail Room.

This section is solely responsible for the coordination of recording, routing, mailing and filing of all correspondence and documents essential to the proper functioning of the project.

- A. All incoming mail with certain exceptions is opened, numbered, dated and time stamped, indexed, routed and delivered by messenger. All envelopes are saved for at least three days for the purpose of checking addresses, enclosures, etc. Official mail is indexed on an assembly of six cards in the following order: Green (original), pink, orange and three plain white cards. The name and address of the sender, date of correspondence, date received, and a brief digest of the contents typed on the card. The green card remains with the letter until it is returned to Mails and Files. The white copies are provided for the use of the divisions that wish to keep a record of the correspondence that passes through their hands. When the correspondence returns the green card becomes a permanent record and automatically relieves the charge against the division to which the correspondence was assigned. The pink and orange cards do not leave the mail room at any time but are filed alphabetically and numerically respectively. This routing of letters continued until the last few weeks of the project.
- B. Outgoing mail is dated at time of mailing, rather than at time it is written. It is signed by Department heads and sent unfolded

with addressed envelope attached to the the mail room. All official mail was counted, weighed and recorded. Periodic Reports were made to Post Office Department.

## 2. Central Files.

- A. All correspondence except for confidential or departmental importance is kept in the central files. If the letter is kept in a department the green card is returned to Mails and Files so marked and the pink card is so marked. When the letter is returned for filing the pink card is removed to a separate file.
- B. The files are set up in a manner prescribed by the War Relocation Authority using the Dewey Decimal system. Two copies of all out-going mail are filed one alphabetically and the other chronologically in the Master File, where all incoming letters are filed according to subject matter following the prescribed classification key. A Statistical Unit was set up to file as permanent records, a copy of all correspondence, records, passes, forms etc., which accumulate on individual evacuees. Two copies were still maintained in the Central File until August when Miss Helen Collins of the Washington office cut down the number to only one for the Master File. Filing was done by the evacuee help until they left the project and the File Clerk carried on.

## 3. Messenger Service.

Three evacuee messengers were used in normal times. One for the Warehouse area, one for the Hospital and one for the Administrative area which had practically hourly delivery and pick-up, until October 15 when the last messenger left the project. All teletypes and telegrams were given this immediate attention.

## 4. Communication Facilities.

- A. Telephone. A three trunk switchboard has been in operation with four operators in round-the-clock-service seven days a week. This service is being maintained until closure although the number of phones has been greatly decreased as various offices have closed. One hundred twenty-eight phones were in use at the peak of operations.

- B. Teletype. Messages were received and sent by until the spring of 1945 when various telephone operators and File Clerks learned the procedure and operation of the Teletype machine and relieved the evacuees of this assignment. Messages are routed as soon as received and delivered immediately by one of the office force.
- C. Telegram. This service was carried out by evacuees in co-operation with Western Union. Private wires were received and delivered by their office and in the early days of the project official wires were also delivered to the various offices. The importance of routing and recording wires was soon realized and the wires were sent to Mails and Files for processing and delivery. The office was kept open until the last day of evacuee occupation as an aid to relocation in the sending of private wires. Thereafter all wires were sent and received from the Jerome or Twin Falls Western Union offices. Caucasians were employed only the last two weeks of its existence.

#### 5. Stockroom for Office Supplies.

- A. All supplies were requisitioned through the Mails and Files office. The Office Manager or File Clerk okayed them and routed them to the Warehouse for delivery until early in the summer when the various offices went after their own supplies. An evacuee worker under the supervision of the Supply Officer took charge of this warehouse and filled the orders and later this work was carried on by a regular warehouseman.

#### 6. Mimeograph Department.

- A. Mimeographing was done by evacuees until August 1945 when a Caucasian was trained to take over the duties and has performed unusually fine service. All forms unavailable from the Washington office were mimeographed. A newsletter and Bulletin service to all evacuees provided a giant program for the department the last few months of their residence here. Poor stencils and machines in dire need of repair bogged down the operations but gradually was remedied and timed. An approximate account of all work done was recorded and amounts to close to three and a half million copies.

WAR RELOCATION AUTHORITY  
MINIDOKA RELOCATION CENTER  
HUNT, IDAHO

PERSONAL NARRATIVE REPORT  
OF THE OFFICE SERVICES  
SECTION BY:

HELEN NEWELL, OFFICE MGR.

POSITIONS HELD AT MINIDOKA:

Office Manager, June 1944 to Aug. 1945

The Office Services Section was, as the name implies, a functional section responsible to the Assistant Project Director in charge of Administrative Management and charged with the responsibility of maintaining a central control over all correspondence, communications, telephone service, project mimeographing, and project office supplies. In turn, it was divided into four units; namely, Mails & Files, Telephone Office, Mimeograph, and Office Supply (Unofficial), all under the supervision of the Office Manager.

Utilizing three-quarters of a wing in the Administrative Building the Mails & Files Unit demanded the greater portion of the Office Manager's attention. Having charge of messenger service, being a central file room, and the receiving and dispatching center of all project mail and communications, it was always the object of much harsh and frequent unwarranted criticism. It was the established opinion of most individuals that the root of most trouble could be traced to Mails & Files, and, therefore, if anything was lost or misplaced, it usually came to light that this unit was responsible, and it was up to the Office Manager

to start a search or investigation to find the document in order to prove the innocence of this department. Commentary is to be made that the document could usually be traced to the office originating the complaint.

Therefore, when the Office Manager began her duties with this section, relationships with other divisions, sections, and units were very poor, and it appeared that the first major step should be to attempt a mutual understanding between Mails & Files and other offices, to get to know their problems and needs, and to work toward the desired end with friendliness and cooperation. Insofar as this was possible, as this was a service unit and always subject to complaints, it is believed that a deeper understanding and closer working relationships were attained.

An assemblage of odd and assorted furniture constituted the equipment in this unit originally. It was apparent that no forethought had been given to the arrangement of this mixture, as the employees seemingly were seated at the farthest point away from the equipment with which they worked. Typists were suffering along with high tables and low chairs

and were bunched together with no freedom to work. The desks were occupied by persons who could have worked just as easy at a table. With the aid of the Assistant Project Director it was possible to obtain typist desks and chairs, suitable and matched files to replace the numerous cardboard file boxes, and enough letter files to meet the current needs. All the tables and extra chairs and other odd furniture were removed, and the remaining equipment was arranged in order to give the appearance of an office and the employees were placed near their work. Unprejudiced opinions voted this unit as having one of the best-looking and best-arranged offices on the project.

Personnel problems were spasmodic, the most critical times being during the seasonal leave periods. During these times it was necessary for the Office Manager the File Clerk to carry the load with the help of only one or two evacuee employees. With the exception of one or two persons, this unit had the very good fortune of having competent and conscientious evacuee personnel. Since their duties were generally routine, they could be counted on to go ahead without too much supervision. Working to-

gether and helping one another were the biggest points of the success of this department. When the Office Manager entered on duty, she was placed at two great disadvantages. One, she was left in charge after only a few days' training period, and she was put in the position of supervising evacuee employees who had been with this unit for many months and knew the regulations and routine quite thoroughly. However, by working with these employees individually and learning the duties of each one, the Office Manager not only learned to know the personnel and gained their support and friendliness, but she soon felt familiar enough with the work to take the reins of supervision, even though from the beginning the evacuees had always asked her advice before going ahead with anything on which their former supervisor had formerly passed judgment. Second, within a few days after the Office Manager began her duties, a new Caucasian File Clerk entered on duty. A thorough and satisfactory training period was impossible, and each had to learn through the evacuee, by what they could gain from the Manual, and through their mistakes. Both could have been put at a great disadvantage had the evacuees not cooperated in every instance.

During the peak of one seasonal leave period when the

staff was quite small, the File Clerk resigned and it was necessary to add the responsibility of training another worker to the duties already burdening the unit.

It might be mentioned that one of the most difficult problems with the Japanese employees was their opposition to changes. They were most emphatic and set in their ways, and they resented each change and were most slow to admit that it was for the better. During these periods of adjustment they became sullen and talked little.

#### Telephone Office

Located some distance from the Mails & Files Unit, in which the Office Manager's office was located, was the Telephone Office. Originally this office was staffed entirely by the Japanese operators and supervisor. Later a Caucasian supervisor was employed. The operators worked in six-hour shifts, requiring seven operators and a supervisor. The evacuees were slow and easily flustered, and when the number of calls became heavy, they could not begin to take care of them. This, added to the fact that relations with the Jerome Office, through which the Telephone Unit operated, were very poor, led to the dismissal of the evacuees and they were replaced by three Caucasian workers, with the supervisor working

a regular 8-hour shift. Even though this lessened the number of workers by four speedier and more efficient service became possible. Jerome operators received and passed the toll calls with none of their former hostility. The latter cooperation came through a series of conferences between the Jerome supervisor and manager and the project telephone supervisor and the Office Manager in which it was explained that in order to operate to any degree of efficiency it was necessary to have their help and cooperation and that, in turn, they would have the same. They were acquainted with the different changes being effected as regarded toll calls and calls made to Jerome. Only with this working understanding was it possible to carry out a program with any effectiveness.

Records of toll calls had not been maintained in a manner that they could be checked. Jerome operators sometimes had tickets on calls of which the project office had no record. On these occasions "dummy" tickets were made up the project operators. A Toll Call Certificate was designed, and these were used on all outgoing long distance calls and incoming collect calls. It was possible upon glancing at

these to see by whom the call was made, to whom made, date, time, and at the end the time and charges of the call, the latter information being passed on by the Jerome supervisor each morning. Through this system the bill at the end of the month checked with the Toll Call Certificates which the Supervisor kept on file in her office until that time. The three greatest difficulties under which this unit labored were the lack of adequate space, the distance from the main office, Mails & Files, and the poor equipment with which they had to work. The switchboard was an older model and always in need of repair. A little modern equipment might have made for much more satisfactory service, and it most certainly would have been more pleasant for the workers to carry out their tasks.

#### Mimeograph

One broken down mimeograph machine and one dull paper cutter constituted the major equipment in this office. This unit too was a considerable distance from the office of the Office Manager. It was located in one obscure corner of the Personnel Office two buildings distant.

Not much difficulty was experience with personnel in this unit. The staff consisted of two individuals of middle age who were very steady and conscientious. They had worked in this department for many months when the Office Manager entered on duty and were thoroughly acquainted with the work. At one point one worker left the job for private employment. She was replaced by another middle-aged lady. Still later the other employee resigned because of ill health, leaving the new employee in charge. Consequently, she became Chief Mimeograph Operator. When the private employment was completed, the former employee returned to the job and was quite upset when she could not return to her former position of Chief Mimeograph Operator. Much explanation was in order to make her understand that she had no re-employment rights, as she did not ask that the position be held open for her.

#### Office Supply

This unit was officially under the supervision of the Property Control Unit. However, for tighter control and more adequate supervision, it became the responsibility of the Office Manager.

Located still farther away than the other units from the main office, about one-half block distant, this office was a constant source of trouble. The staff consisted of two young girls with little sense of responsibility and in constant need of supervision. This was an impossibility due to the distance from the Office Manager. Frequent trips and phone calls were made, many conferences were held, and instructions were given, but much was to be wanted so far as control of supplies was concerned. The clerks always failed to notify the Office Manager when the supplies were low, and, consequently, they would be completely depleted before the fact would come to the attention of the Office Manager.

Were the job to be redone the following recommendations would emphatically be made:

1. It is apparent that no forethought was given to the planning of this section. Put the departments under one roof. A complete end wing could easily be used, partitioning it off into separate offices for these units. In order to have adequate supervision in a project of this kind it is necessary to be compact. This would also save considerable time and allow for

other important duties.

2. It is suggested that in many instances as previously noted a little modern equipment would have added to the production of work and the contentment of the employees.

3. It is suggested that qualified full-time Caucasian personnel be placed in charge of the telephone Office, Office Supply, and Mimeograph Units, to be under the supervision of the Office Manager. It is the opinion of the Office Manager that this is the only way in which it is possible to have a complete knowledge of the problems, and needs of the units and to take the necessary steps in order to meet them.

4. Taking into consideration the responsibilities and the number of employees involved, it is highly recommended that the position of Office Manager be given a higher rating.

*Helen Newell*

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Helen Newell  
Office Manager

PERSONAL NARRATIVE REPORT

of the

OFFICE MANAGER

Minidoka Relocation Center

Hunt, Idaho

Compiled by:

Esther E. Weston

Positions held at Minidoka:

File Clerk, October 5, 1944, to June 16, 1945

Office Manager, June 16, 1945, to January 31, 1946

The office of Mails and Files was set up early in the life of the project with almost all evacuee help. Each member had one particular job, such as filing, sending of teletypes, receiving teletypes, routing of letters recording of periodicals, etc. This procedure existed throughout the entire period of evacuee occupation until relocation activities caused lack of efficient workers. As various ones left the others would assume part of the former's duties, and various functions were cut down, such as recording of packages, magazines, messenger service.

When I came into the service as a File Clerk there were six evacuee girls and two messenger boys and one elderly messenger working in the office. The distributing of the mail was very irregular because of the uneven bundles that arrived through the week. The unusually large amounts of Monday and Tuesday would dwindle to scarcely none over the last few days of the week and the fact that the mail was held up for routing until examined by the Office Manager who checked the routing done by the File Clerk. When the mail was routed it was held up until the Secretary of the Project Director could scan through it for information that might be of interest to him. This often caused a delay from two to four days in delivery of mail to the office for which it was intended.

The inclination of the evacuees to resent one trying to do "their job" which was almost necessary to learn the real activities of the office, proved somewhat of a handicap to the writer, such as filing of various kinds, the routing of letters, the preparation of out-going mail which I felt was absolutely necessary that I should learn preparatory to taking over the Office Management. The illness of the former Manager and frequent absences resulted in the routing of mail as soon as it was coded. The new File Clerk assisted in routing as evacuee help diminished. Gradually the work of the entire force of evacuee help was taken over by three Caucasians, one concentrating on the opening and routing of mail, the other on the processing of out-going mail and filing the Reader File, the third the sending, receiving and routing of teletypes. The lessening of all mail including periodicals, administrative notices, newspapers etc., made this possible.

My responsibility of clearing the files and sending same to Berkeley and Washington was relieved by the appointment of a Records Committee which is concentrating on this activity and progressing satisfactorily. To date over twenty boxes have been shipped

to Berkeley and close to 5000 individual evacuee records, all Evacuee Property records; over 300 personnel folders, Community Analyst records, have been forwarded to Washington.

My associations in WRA have been very pleasant and I have very few gripes to remember. The few antagonisms were quickly righted with the fine co-operation of the Assistant Project Director. The only real unpleasant instance was when the Reports Office tried to operate the Mimeograph Department without authority to do so. Inexperienced workers trying to run the machine just didn't work and caused considerable damage to the machine and delay while it was being sent for repair in Boise. Very few criticisms of the services of this department were received and I believe in very few instances were we unable to perform whatever request was asked of our staff.

#### RECOMMENDATIONS

I feel that the supervision of Office Services could have been simplified if the various branches had been in one wing or at least in the same building instead of five different locations. I also feel that a merit system adopted for the evacuee help and a chance to work up to higher levels would have done away with the feeling that 'they had already done \$16.00 worth of work'. Some of the evacuee help was so superior to that of the Caucasian help that there couldn't help but be a feeling of resentment because of the vast difference of wages.

Living off the center I was not so much concerned but perhaps realized more what the AP residents lacked in way of comforts. I feel a camp as isolated as Hunt should stress more recreation facilities and more social affairs of various types. A more comfortable lounge, with reading room and library facilities also Snack Bar or Canteen services would have brightened the picture considerably. The married personnel in their comfortable apartments were hardly conscious of the desolation of the barracks for single persons and the few comforts or facilities they had. Such crude housing would be bearable for a few months in a summer camp but not for all year round living.

*Esther E. Weston*

Esther E. Weston  
January 1, 1945

WAR RELOCATION AUTHORITY  
MINIDOKA RELOCATION CENTER  
HUNT, IDAHO

FINAL REPORT OF PERSONNEL SECTION

COMPILED BY: L. W. FOLSOM, PERSONNEL OFFICER, January 31, 1946

SECTION HEAD: L. W. FOLSOM, November 1, 1943 to February 9, 1946

## NARRATIVE REPORT, PERSONNEL MANAGEMENT SECTION

### A. HISTORICAL DEVELOPMENT OF PERSONNEL SECTION AT THE MINIDOKA RELOCATION CENTER.

At the beginning of the center appointed personnel were recruited and processed in the San Francisco Office of WRA, in conjunction with the office of Emergency Management, and the Regional Civil Service Office. A recruiting office was set up, under the direction of the Office of Emergency Management in San Francisco, to secure the above mentioned personnel. Even after the opening of the center at Minidoka, all journals, payrolls, and personnel records were kept in the San Francisco WRA office until such time as the project was well enough organized to handle the personnel records. When the personnel records functions were transferred to the Center a regional office was established in Denver, which supervised personnel activities and policies to be used at the Center. On the center personnel was handled by a Senior Administrative Officer, who worked under the supervision and direction of the Assistant Project Director, who in turn was responsible to the Project Director. The details of personnel were handled by the Personnel Records Section. The Administrative Division by a Senior Personnel Clerk whose function it was to handle personnel transactions; such as payrolls, service record cards, retirement, journals, etc.

On October 24, 1942 the position of Senior Personnel Clerk was abolished and the position of Assistant Personnel Officer, CAF-7, was established. It was at this time that the project assumed more responsibility regarding personnel recruitment and transactions. All personnel transactions had to receive approval of the Denver Regional Office before being consummated, but it did give the local project more authority in the securing of personnel and in the handling of its own personnel transactions. This type of organization carried on until July 1, 1943 when a reorganization of a project chart took place. Three positions of Assistant

Project Directors were established, one for Administrative Management, one for Community Management and one for Operations. Under the Assistant Project Director in charge of Administrative Management, the position of Senior Administrative Officer was replaced by a position of Finance Officer, who was in charge of Finance, Property, Warehousing, Procurement, etc., and under whose direction the Personnel Records Section still functioned, being directly in charge of the Assistant Personnel Officer whose title was later changed to that of Personnel Officer.

During the period from the beginning of the center, Personnel Records Section had no jurisdiction or anything to do with Evacuee Employment on the Project. This being handled under the Employment Section, under the Office of the Assistant Project Director. The Personnel Officer, during this time, together with first, the Senior Administrative Officer, who later became Finance Officer, handled all the recruitments with aid from the Washington and Denver offices of WRA, receiving their certification for personnel, together with some aid in recruitment from the Civil Service Office at Pocatello, Idaho.

All of these changes mentioned above, together with the establishment of the Civil Service Branch Office at Pocatello, tended to speed up and help materially in the securing of efficient appointed personnel for the Project. After a time the Denver Office released a great deal of its supervision of requirements for reports which had been done in the Denver office, and more and more responsibility was placed upon the local project, relative to the personnel transactions and recruitment. This organizational setup for personnel carried on until October 31, 1943 when an Administrative notice from Washington abolished the Employment Division entirely, and set up a relocation division, and a Personnel Management Section. This organizational change to be effected November 1, 1943, and it was so consummated on this project, and continued through until the close.

## B. ORGANIZATION, PERSONNEL MANAGEMENT SECTION AT MINILOKA CENTER.

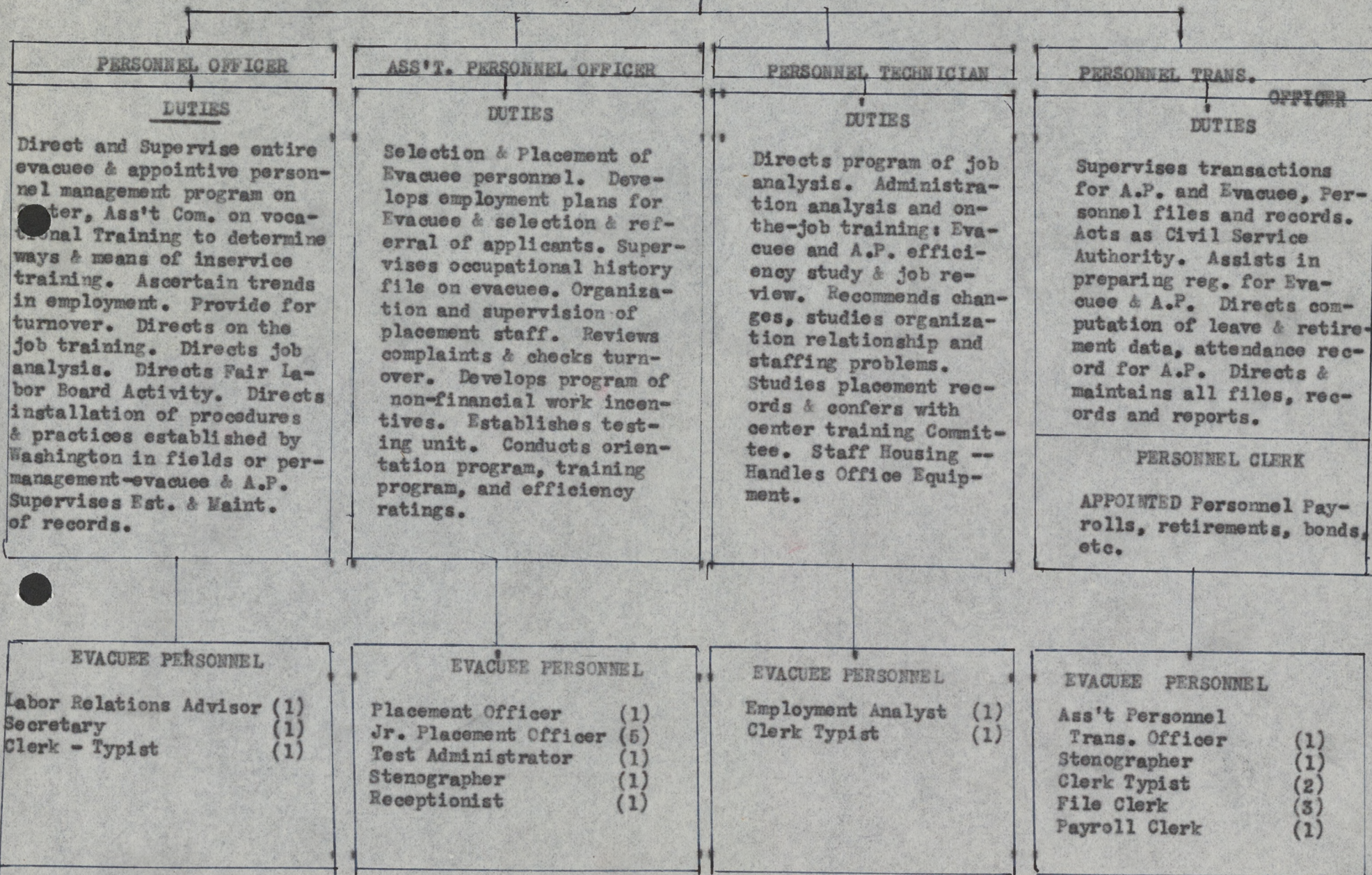
Upon the receipt of the Administrative Notice from Washington establishing the Personnel Management Section, under the supervision of the Assistant Project Director in charge of Administrative Management, the following positions were established: Personnel Officer, Assistant Personnel Officer, Personnel Technician, and Personnel Transactions Officer. The section was charged with the responsibility of directing and supervising the entire personnel management program on the center; both evacuee and appointed personnel.

In order to make the sections function in the most efficient manner, a building was secured for an office and all of the Personnel Management staff and activities were placed in this building. This meant removing the Evacuee Replacement Office from the blocks in the residence area to the new office. This is mentioned because quite an uproar on the part of evacuees was caused by this move. The Evacuee Placement Program, under the Employment Division Supervision had been almost entirely administered by evacuees themselves; due to the large amount of work the Senior Employment Officer had to do, he did not have time to supervise and direct this placement very effectively, and when they were changed from being in a building by themselves to become a part of the Personnel Management Section, and being under Caucasian supervision they resented it very strongly and showed their resentment in various ways. This will be further discussed under "Evacuee Employment" later in the report.

Considerable difficulty was experienced in setting up this Personnel Management Office as we had no directions or details from Washington as to what Washington's desires were, relative to the material. The Washington Office did send a representative to the project, who was to have aided in this matter, but we are sorry to say he did not accomplish what he was designated to do. All positions

in the Personnel Management Section were filled with the exception of the Assistant Personnel Officer and so recruitment was started immediately to fill this position. This was accomplished on April 24, 1944; in the meantime the work of the Assistant Personnel Officer was divided between the Personnel Officer and the Personnel Technician. At the beginning of the third quarter of 1944 a Personnel Clerk was added to the staff of the Personnel Division. As soon as the entire staff was completed, each member of the staff was assigned certain duties and activities to do and supervise. These duties are outlined on attached chart. This chart given in detail our Personnel Management Section Organization by which we operated until the closing procedure of the center started, then, due to loss of experienced personnel, the various duties were taken over by the members of the staff that were left. In July, 1945 the payrolls, leave and retirement transactions of the Personnel Management Section were transferred to the Fiscal Division where they remained until the closing of the center.

# PERSONNEL MANAGEMENT SECTION



C. NUMBER OF APPOINTED AND EVACUEE EMPLOYEES IN THE PERSONNEL MANAGEMENT SECTION.

( It is noted that there is shown on the chart in conjunction with the preceeding paragraph, the number of appointed and evacuee personnel in the Personnel Management Section)

At the beginning of the section, November, 1943, there were twenty two evacuee employees, the largest number divided between the Assistant Personnel Officer, who supervised the Evacuee Personnel on the project and the Personnel Transactions Officer, who handled the Appointed Personnel payrolls, retirement, bonds and other personnel matters. During the time the section was without an Assistant Personnel Officer and then again when our appointed personnel staff started to leave, and before the evacuees left the project, a great deal of the responsibility was placed on the Evacuee Placement Officer. In some cases this responsibility was accepted and carried out with utmost satisfaction, but in other cases this was not so. The latter case was particularly true, when as mentioned previously in this report, the Personnel Management Section was set up and the evacuee Replacement Office consolidated into the section. An evacuee who had been acting as Placement Officer resented any supervision or advice given him by the Personnel Officer. Realizing this was to be the case, the section went so far as to set this man up with a more or less private office and endeavored in every way to make him feel that he was directly responsible for evacuee employment. He, however, resented any regulations or ruling which he felt were not to best interest of the evacuees, and in various and devious ways tried to keep the unit from functioning properly. After a great deal of patience and overlooking of these incidents he finally had to be replaced and relieved of his duties. Once this was done and a man selected by the section, placed in charge, this trouble ended. We were rather fortunate in being able to maintain a very fine evacuee staff. It was more or less an unwritten law among the evacuee employees of the section that if they were to leave

their employment in the section for any reason, it was their duty to get a replacement, who would be satisfactory to everyone concerned. This plan worked very satisfactorily, and we maintained to the end a loyal and efficient group of evacuee employees, who took their work seriously and performed their duties satisfactorily with very few exceptions, and even during the period of one or two strikes among the various employees throughout the project, for various reasons, the staff in the personnel section stayed on the job even though at times they were subject to pressure from the groups involved in the labor disputes. While no regular inservice training program was set up in the section many new employees coming in under the system mentioned above were placed on duty all the way from a few days to two weeks before the encumbrant left, and each unit head (appointed personnel) was responsible for the training of evacuee personnel working under him. Our appointed personnel staff in the section were fortunately, in every case, experienced personnel people, so that in setting up the section in its functioning it was a matter of working together, holding regular section staff meetings and discussing problems and policy of the sections as laid down to us by our Project Director and the head of Administrative Management in Washington.

No acute personnel shortage occurred except at the beginning when we operated without an Assistant Personnel Officer and the last six or eight months of the section when all of our experienced personnel either left the project for permanent positions, or transferred to other sections to help in the final liquidation of the project. This necessitated bringing in inexperienced help and threw the entire burden of the section on the one remaining staff member, namely the Personnel Officer.

D. VARIOUS FUNCTIONS AND SERVICES OF THE PERSONNEL MANAGEMENT SECTION.

1. Appointed Personnel.

(a) Upon the establishment of a Personnel Management Section on November 1, 1944, Personnel Management assumed the responsibility for the recruitment of appointed personnel to fill existing and future vacancies. This was handled as you will note from the chart submitted, by the Personnel Officer. Three methods were used in recruiting: Civil Service Representatives, various U.S. Employment Offices, and through referral made by other members of the appointed personnel staff.

The problem of turnover on the Minidoka Project was very great. Many factors entered into this, but chiefly housing, inability to work with evacuees, incapability to handle position, and the inability to get along with fellow employees.

While all sections and divisions in the Center were handicapped by the lack of efficient and trained personnel, probably the ones who suffered most were the schools and Welfare Section. Welfare continued to be handicapped until the last month of its operation when the requirements of the division were relaxed, and the vacant positions were filled with experienced and well trained people who could handle the work as it was conducted here on the project, through our recruitment program, which we set up in conjunction with the school administration people on the project. The last year the schools were in operation there was only 1 vacancy existing in the faculty. This was handled by making two or three recruiting trips jointly with the Civil Service Representative, Superintendent of Education, and the Personnel Officer. This team contacted all of the Teachers Training Schools and Universities in Idaho and Eastern Oregon, and in this manner secured and signed up teachers immediately. This proved a very satisfactory arrangement for all concerned. Through the system used by WRA in selecting personnel no person could be hired or assigned to any supervisor until that supervisor had passed on the applicant.

This made it difficult during these various recruiting trips/<sup>not</sup>to be able to assure the person of being hired without first going to the expense of coming, sometimes long distances, for a personal interview. This resulted in the loss, which we feel would have been efficient personnel. Also the process of having to send all applications for positions of CAF-9, P-3, and above, to Washington for approval was responsible for a loss of many qualified applicants. Jobs being plentiful, and most of the other agencies being able to make their decisions immediately, applicants would not wait for between three to four weeks before being approved. This was eliminated considerably when orders were issued giving the Project Director the authority for hiring in all categories, except health and welfare, for the project.

(b) Orientation.

A thorough orientation program was carried on by the Assistant Personnel Officer, together with the Personnel Officer at which time such matters were discussed with them as you will note below.

1. Director's Statement to Caucasian Workers.
2. Evacuation History.
3. Foreword.
4. Hunt, Idaho
5. Social-Cultural Composition of Residents.
6. Housing.
7. Water.
8. Hospital.
9. Recreation
10. Minidoka Consumer's Cooperative

- (a) General Store.
  - (b) Laundry and Dry Cleaning.
  - (c) Daily Milk Service.
  - (d) Co-op Bank.
  - (e) Radio Repair Shop.
  - (f) Shoe Repair Shop.
  - (g) Watch Repair Shop.
  - (h) Beauty Salon.
  - (i) Barber Shop.
- 11. Banking
  - 12. Washing Facilities.
  - 13. Post Office
  - 14. Telephone Facilities.
  - 15. Home Gardens.
  - 16. Newspapers.
  - 17. Schools.
  - 18. Civil Service Regulations.
    - (a) Annual leave.
    - (b) Sick leave.
    - (c) Leave without pay.
    - (d) Retirement.
  - 19. U. S. Employees Compensation.
  - 20. Ticket Purchases to Center.
  - 21. Community Council.

This shows the subjects covered in detail with each new employee. The in-service training and orientation on the job was the responsibility of the employee's supervisor. Desk audits were conducted by the Personnel Technician at various times, to ascertain if this was being done after the original orientation interview had been given. After the original orientation interview had been given, further talks on orientation and phases of center life were handled in general staff meetings for all appointed personnel. Another program in this connection was carried out by sending through the mail, to a prospective employee, such pamphlets as, "Your Job with WRA," "Issei and Nisei" "The History of Relocation," together with a pamphlet written by the staff of the Personnel Section, covering such items as a discussion of the center and its surroundings, where and how to purchase their tickets, where to send their baggage, and a short discourse on what they might expect after reaching the center. This received favorable comment from many of the employees who came to the center.

(c). Staff Housing and Recreation.

Staff housing was probably one of the worst headaches encountered by the Personnel Management Section and accounted for the loss and the inability to secure personnel as much, if not more, than anything else. When the project first opened there was no staff housing, through lack of material and time. Dormitories alone, were built to house single people. No staff apartments were built until the early part of 1943, and then only a few were built at a time, so that it was necessary for a large majority of appointed personnel to live either sixteen or twenty-one miles away and commute to the project. The two main centers of residence were Twin Falls, and Jerome, and they were very over-crowded, and it was almost impossible for people to find housing in either of these places. At first government transportation was furnished, due to the fact that no staff housing was available on the project, this was finally discontinued in April 1944, making it necessary for all who could, to obtain housing on the project, and the others to commute by private car. Upon the completion of the staff housing apartments, a selection of people for these apartments was handled by the Reports Office, this being previous to the establishment of the Personnel Management Section, at which time the section assumed responsibility for staff housing. This was handled by the Personnel Technician (see previous chart). At the time the section took staff housing over there was considerable disgruntlement as to the method of assigning apartments, and until a good solution could be worked out it continued to be a troublesome issue. Finally, in August 1944, the following basis for assignment was agreed upon:

BASIS UPON WHICH ALLOTMENT OF APARTMENTS ARE  
DETERMINED

At a meeting of the Administrative Staff held on August 8, 1944, in the office of the Project Director, it was determined that future apartments would be assigned on the following basis:

A. SIZE OF FAMILY

1. 3 or more children - 10 points
2. 3 children - 8 points
3. 1 child - 5 points
4. 0 children - 0 points

B. VALUE OF JOB

1. Up to \$2000 per annum - 1 point
  2. Up to \$2000 per annum - 2 points
  3. Up to \$3800 per annum - 3 points
  4. Up to \$4600 per annum - 4 points
  5. Up to \$5600 per annum - 5 points
- (All salaries to be inclusive)

C. DATE OF ORIGINAL REQUEST FOR SPACE

1. Prior to July 15, 1944 - 3 points
2. Prior to August 1, 1944 - 2 points
3. After August 1, 1944 - 1 points

D. MORE THAN ONE MEMBER OF FAMILY WORKING

1. 1 member employed - 1 point
2. 2 members employed - 2 points
3. 3 members employed - 3 points

E. LENGTH OF SERVICE

1. For every 3 full months with WRA - 1 points
2. For every 6 full months with other  
Federal Service - 1 point

It was further decided that no 2-bedroom apartment would be assigned to a family unless there were 2 or more children in the family.

One one-story wood frame building, number 68, overall dimensions 20' x 94', containing three apartments as follows:

Apartment A (3-room) 20' x 31'4" overall  
 Apartment B (3-room) 20' x 31'4" overall  
 Apartment C (3-room) 20' x 31'4" overall

One one-story wood frame building number 69, overall dimensions 20' x 94', containing three apartments as follows:

Apartment A (3-room) 20' x 31'4" overall.  
 Apartment B (3-room) 20' x 26'4" overall.  
 Apartment C (3-room) 20' x 36'4" overall.

Electricity for cooking and lights, fuel for heat, water, amortization of furniture cost and depreciation of buildings over a reasonable period is included in the rent. Bathroom consists of toilet, lavatory, and 5'9" x 3' shower, no bath tub. Storage of baggage is provided in separate building in area or in a warehouse and no garage is available for private cars.

Each apartment is furnished with a small kitchenette 6' x 11', equipped with an electric range and electric refrigerator. This kitchenette is the minimum government furnishings. Insufficient government-owned furnishings is available to equip all apartments. The value of furniture is used to arrive at rental rate, based on maximum furniture of \$300 in each apartment.

Building 68

Furnishings from \$	0	to	\$ 50	-	\$21.00
"	51	"	100	-	21.50
"	101	"	150	-	22.00
"	151	"	200	-	22.50
"	201	"	250	-	23.00
"	251	"	500	-	23.50

Building 69 (Apt. A)

Furnishings from \$	0	to	\$ 50	-	\$21.00
"	51	"	100	-	21.50
"	101	"	150	-	22.00
"	151	"	200	-	22.50
"	201	"	250	-	23.00
"	251	"	300	-	23.50

Building 69 (Apt. B)

Furnishings from \$	0	to	\$ 50	-	\$20.00
"	51	"	100	-	20.50
"	101	"	150	-	21.00
"	151	"	200	-	21.50
"	201	"	250	-	22.00
"	251	"	300	-	22.50

<u>Building 69</u> (Apt. C)					
Furnishings from	\$ 0	to	\$ 50	-	\$22.00
"	" 51	"	100	-	22.50
"	" 101	"	150	-	23.00
"	" 151	"	200	-	23.50
"	" 201	"	250	-	24.00
"	" 251	"	300	-	24.50

Furnishings will be supplied in accordance with Bureau of the Budget Circular, dated July 18, 1941, and War Relocation Authority Regulations.

Rates for apartments and dormitory rooms were established in conjunction with the Washington Office. For single furnished rooms, without cooking facilities, the rates for a single person was six dollars, and for two persons it was eight dollars. Upon completion of two furnished dormitories with cooking facilities the price established for one person was eight dollars monthly, and for two persons ten dollars. The apartments were coded and ranged in price from twenty minimum to twenty-four dollars maximum per month. If two or more people in the family were working, the rental on the apartment was adjusted accordingly. Upon completion of all staff housing, there were four dormitories with 10 bedrooms, and two dormitories with 16 bedrooms, and there were 38 apartments. The following is a description of the dormitories and apartments.

Two one-story wood frame buildings numbered 51 and 52, 24 x 140 feet. Electricity, heat and water furnished. Building consists of 16 rooms, approximately 10 x 12 feet numbered A, B, C, etc., A common toilet and shower is provided for all occupants. A kitchen consisting of an electric stove and refrigerator is provided for occupants to use in common and each room is provided for storage of personal effects.

Each room is equipped with the following items if they are available on the project: arm chair, straight chair, floor lamp, bed frame, spring, mattress, dresser, mirror and blankets.

D represents type of building.

51 represents number of building

A represents number of room.

After the evacuees left the project it was necessary to secure considerable temporary laborers. Temporary quarters were set up for caucasians in two wings of the hospital, and the rates were six dollars per month. These quarters were used until the closing of the hospital.

Sometime after the project started, an organization was established known as "The Minidoka Appointed Personnel Club." Committees were formed, parties were planned, and other activities were carried on for the appointed personnel. This organization gradually ceased to function until it was practically non-existent. Sometime after the establishment of the Personnel Management Section, through a directive from Washington, it was suggested that the Personnel Management Section, in conjunction with the Communities Activities Supervisor, establish an Appointed Personnel Council and arrange for a definite program of recreation to be put in force. At the direction of the Project Director, the Personnel Officer was assigned this task and a mass meeting was called, after tentative plans had been outlined by a small committee. The Project Director laid out a proposed "Community Council Organization" At this meeting the following plan was adopted for the Appointive Personnel Council.

#### OBJECTIVE

The object is to obtain a democratic representative group to act as a community council. The following proposed plan of organization establishes a plan whereby every group living on the project will be duly represented.

### SELECTION OF MEMBERSHIP

The Council shall consist of:

Unit 1 - 1 person residing in the Hospital.

Unit 2 - 1 Person residing in Dormitory 45

Unit 3 - 1 person residing in Dormitory 49

Unit 4 - 1 person residing in Dormitory 50

Unit 5 - 1 person residing in Dormitory 51

Unit 6 - 1 person residing in Bldgs. 62 or 63

Unit 7 - 1 person residing in Bldgs. 64 or 65

Unit 8 - 1 person residing in Bldgs. 66 or 68

Unit 9 - 1 person residing in Bldg. 69 or 70

The Project Director, Personnel Officer and Community Activities Supervisor shall be ex-officio members of the Council.

The Personnel Officer shall appoint a representative from each of the above units to act as temporary chairman of his unit. It will be the responsibility of the temporary chairman to call the residents of his unit for the purpose of electing a regular representative on the A.P. Council.

The Personnel Officer shall act as temporary chairman of the duly elected council and shall call a meeting of the council for the purpose of electing a chairman, vice-chairman and secretary-treasurer from the elected members.

Should a vacancy occur in the Council, it will be the responsibility of the Chairman to request a reelection for the purpose of selecting a representative to fill the vacancy. If a member of the Council be unable to attend a meeting, he shall appoint a member of his unit to officially act in his stead.

#### TERM OF OFFICE

An election shall be held every six months for the purpose of selecting representatives from each unit and officers of the Council.

#### QUALIFIED VOTERS

Qualified voters for the election of members of the Council shall be appointed personnel and their respective spouses living on the project.

#### DUTIES OF COUNCIL

It shall be the duty and responsibility of the Council to act on all matters concerning community recreation and problems within the limits of WRA Administrative policy and procedure.

It shall also be the duty of the council to inform the members of the appointed staff living on the project their actions and recommendations.

#### MEETINGS

A regular meeting of the Council shall be held every two weeks. The chairman shall have the right to call special meetings as he deems necessary. The Council shall call community meetings when sufficient need arises to do so. Members of each unit should present suggestions or problems affecting the community to their elected representative for presentation to the Council.

The results of this Council were to establish regular recreation programs, parties, athletic teams, snack bar, and various other activities for the appointed personnel,; primarily for those living on the project, but for those who commuted as well.

## 2. Evacuee Personnel Employment Problems on the Center

(b)

At the beginning of the project, there was made a WRA policy to employ all evacuees who were desirous of working. This was done from a psychological and sociological view point, feeling that evacuees were very much disturbed by thier evacuation and that it would be better for them to be busy. A job program was set up under the employment section of the Office of the Assistant Project Director and was in charge of a Senior Employment Officer, who had as assistants, the Placement Officer and the Leave Officer. An evacuee placement office was set up near the residential section with a large evacuee staff of assistants. The job list was made up of jobs to cover practically all categories in the labor market to be found on the outside for use in the center. Evacuees were registered and classified according to their work, experience on the outside, and a notation made of the type of work they would prefer to do. In the center requisitions were submitted to the Placement Office for workers, by the various supervisors and assignments were made through the Placement Office. The Placement Office, therefore, was a clearing house for registration, recruitment, classification, and reassignment.

Due to the newness of the center there was no problem of finding jobs for any and all who were desirous of working, and by December of 1942 there were 4,196 evacuees employed on the project, against 100 appointed personnel.

While the procedure of placing all evacuees in jobs worked very well from the psychological stand-point at the time the center was

open, it later proved to be very detrimental to good labor relations when cuts were made necessary by changing policies.

(b) Development of Evacuee Employment

As the center continued in operation and labor for jobs became more stabilized, more attention was paid to job classification and placement of evacuee employment in the categories of jobs for which they were qualified, or for which they had expressed a desire to be trained to enable them to obtain positions on the outside of the center when restrictions for relocating were lifted. The placement section endeavored to interview each and every employee applying for a job. This was done by means of questionnaires and data reported on Form 12. These were placed in job classification files and when jobs opened up for which certain individuals were qualified, they were notified to appear at the placement office for assignment. As we have mentioned above, the policy was to give any and all a job who wanted to work. But as WRA progressed, it was discovered that this method was causing a racket to arise and where two or three men could handle a certain job, 10 or 12 were being employed. Personnel ceilings for evacuee workers were established for the project, and through the staff meetings, each section and division submitted a request for the number of workers they would need in their respective activities. In order to cement the working relations between evacuees and their supervisors a "Fair Labor Practice Committee," composed of evacuee representatives and appointed personnel staff, was set up to handle labor disputes. More will be said on this subject in another paragraph.

The first real cut in employment of evacuees was made in the latter part of the fourth quarter of 1942 and 1943, when instructions were sent out from Washington, effective at the beginning of the 1943 and 1944 year. A cut of 50% was to be made in the evacuee employment. This was to be accomplished within a three month period. The Project Director of the center felt that this cut would be less harmful and could be handled better by being made all at once, rather than stringing it along over the two or three months suggested by Washington. The Washington office was contacted and permission granted for this to be done and on July 1, 1943 the evacuee employment was cut from some 4,500 to approximately 2,600 employees. The Fair Employment Practice Committee raised considerable objection but there was not a very serious objection raised by the evacuee employees. This was due to the fact that the farm crop season was commencing and calls were coming in for the evacuees to aid in the harvesting of the crops throughout the Twin Falls valley, and large numbers of the evacuees applied for a short-term leave to work in the harvesting and so they were laid off their jobs in the center. They had very little difficulty in obtaining work on the outside which paid them more in a few months than they would have earned in the center for an entire year.

Training programs were carried on during this period chiefly by the vocational unit of the Adult Education Program; such as typing pools, agricultural classes, mechanics, etc. Some supervisors attempted to carry on training programs on the job.

However, due to the rapid turn over of evacuee employees this was rather difficult.

(c) Evacuee Employment Affected by Relocation.

The greatest problem caused by relocation was in the categories of office and skilled help. These people relocated rapidly and as there was a great demand for office and skilled help on the outside, they did relocate and take positions. This created problems in the various offices and caused more emphasis to be placed on training programs in these skills. The only method that could be used to counteract this problem was the vocational training classes for adults. The best example of this was the fact that there were a large number of married women who were experienced office help but could not work because of home duties and the caring of children. Nursery schools were established where these women could leave their children during working hours and thereby release them to work in the various offices upon the establishment of the Agricultural program. Considerable difficulty was experienced in obtaining men to work on the farm and especially so during the period of the outside harvest. This problem was solved by the use of older women and younger children. Harvest vacations for the schools were established, thus releasing the students for work on the farms and in the offices.

Employment throughout the project did not become too much of a problem due to relocation until all relocation restrictions were lifted and the general exodus of evacuees started. The only solution to this problem was the raising of the appointed personnel ceiling and the hiring of caucasians, particularly in the offices, to handle work

previously done by evacuees. This plan was carried out until the close of the center.

(d) Labor Restrictions.

As mentioned above at the time the first real cut came during evacuee employment, no real labor trouble was experienced until after the return of the evacuees from outside employment. In the meantime the Personnel Management Section had been established and the placement office had been transferred to the Personnel Management Section and was operated under the supervision of the Assistant Personnel Officer and the Fair Employment Practice Committee. It was also placed under the supervision<sup>of</sup> an evacuee known as the "Labor Relations Advisor," who acted as secretary of the Fair Employment Practice Committee and as liaison between evacuee labor and the appointed personnel staff. The evacuee who held this position was a lawyer and very much a radical, and rather than settle a dispute stirred up, caused dissention, and finally was relieved of his duties by the Project Director, who at the same time dissolved the "Fair Employment Practice Committee" and a new organization was set up known as the Fair Employment Committee, and a new secretary of the Labor Relations Advisor was chosen, who was recommended by the Community Council and approved by the Project Director. This procedure just mentioned was not accomplished, however, until after the settlement of the first real labor disturbance on the project. This disturbance was caused by, and as a direct result of the cut made on July 1, 1943, which was mentioned in the preceding paragraph. As mentioned previously, some positions which could be very well handled by one or two men was being handled by ten or twelve.

This was particularly true in the blocks where, when the cut was made, the janitors and boilermen, and wash room attendants were cut to four per block instead of ten and twelve which were previously carrying out the work. During the warm weather there was no complaint about having only four janitors to the block, but when cold weather set in, the four men complained that they could not do the work and insisted that a full twelve men be restored. Mass meeting was called by a labor relations advisor and the head of the janitors. They compiled a list of demands which they presented to the administrative staff and gave notice that should these demands not be met, they could not, and would not carry on the work. A general meeting was then called between the janitors and the administrative staff, under the direction of the Acting Project Director, during the absence of the regular project director, and the matter was discussed pro and con and they were advised that due to the limitations for personnel ceilings as established, it would be impossible to meet their demands. Instead of acting as an arbitrator, as his position called for, the Labor Relations Advisor agreed with the evacuees and handled their demands for them. When no decision other than the one that no more help could be added to the blocks, the janitors all quit with a result that there were no fires in the washrooms, lavatories, etc., which meant that there was no hot water for bathing, washing clothes, or other needs. After a day or two, the truck drivers all quit out of sympathy as did the janitors and firemen in the administration area. Several delegations appeared at the Project Director's Office and various other offices, and presented their demands and complaints. The Administration stood firm and after several days of being without hot water and fires, the janitors decided to return to work with no increase in the number of personnel. No further trouble was experienced with this group. Several factors were brought out, however, which it is believed should be

mentioned which influenced the above mentioned trouble. The primary factor was a relationship between evacuee and appointed personnel because of resentment expressed by the evacuees in the matter. They were being supervised by certain appointed personnel, to express it in the briefest possible way; it was not so much ~~what~~ the supervisor did, as it was how he did it. In a great many instances evacuees with years of experience in the type of work they were doing, were being supervised by caucasians with little or no experience in that line of work, and the caucasians thought it was necessary to be dogmatic in their supervision of the evacuees, and instead of giving orders through the Evacuee Foreman, as the set up called for, they were ordering the workers around. This same trouble arose in all difficulties with the evacuee workers. Finally in order to settle the question once and for all, a series of meetings were called by the evacuees and the administrative staff, at which time all grievances which the evacuee had against the appointed personnel staff members were thoroughly discussed. These meetings were conducted over a period of some three months time with the result that some of the appointed staff members resigned and some transferred to other places. The detailed narrative of these meetings was submitted by the Project Director to Washington and we will not stop to go into detail about them.

One organization among the evacuee employees was a type of union, organized by the cooks, the result of which was the second labor disturbance on the project. The detailed report of this has been submitted previously, but whether their complaints were justified or not they went on a strike. They complained they did not have enough help and could not get the meals out on time, and in some instances only two meals a day were prepared, thus delaying the children who were in school in getting back to school on time. This disturbance was settled by the evacuees themselves in short order. The general mass meeting of the P.T.A. issued

an ultimatum to the cooks that they would get the meals on time or the matter would be referred to the National P.T.A. which would take harsh measures for the ones on strike. To those involved, the result was that the union dissolved and the funds in their treasure were turned over to the P.T.A., and the ringleaders relocated from the project. From then on only minor labor problems presented themselves and in most cases were handled by the evacuees themselves. It seems worthy to mention that it was remarkable that more labor disputes did not occur and that there were not more labor shortages, due to the fact that pay was very small, working hours were long for the amount of pay, the lack of occupation for those qualified, little or no chance of promotion, and the general living conditions.

It is felt that there is no doubt in anyone's mind that the majority of the evacuees worked only four and five hours and were paid for the required eight hours.

We are attaching on the following page a copy of the organization and functions of the Fair Employment Practice adopted by a committee for the Community Council and the Administrative Staff; also a chart worked out by the labor relation advisor, showing the organization of the Fair Employment Practice Board. Also organized was the War Manpower Commission comprised of both evacuee and appointed personnel, which met every other week to handle employment problems. This was conducted by the Assistant Personnel Officer, and while several meetings were held, nothing of very definite nature was ever promulgated.

#### (E) Problems Relative to Closing of the Center.

Immediately upon instigation of the final movement of the evacuees from the center to their former homes, the program of retrenchment of activities was started. Many activities were merged with others so as to require less workers.

ORGANIZATION AND FUNCTIONS OF FAIR EMPLOYMENT  
PRACTICE COMMITTEE FOR  
THE MINIDOKA RELOCATION CENTER  
HUNT, IDAHO

Organization

Under authority of the Manual Section on Project Employment, Section 50.5.5, a Fair Employment Practice procedure is hereby established 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.

1. Under this authority a Fair Employment Practice Committee composed of 5 members, shall be appointed by the Minidoka Community Council, which committee shall be approved by the Project Director.
2. A Labor Relations Advisor on the staff of the Personnel Management Section of the Center shall act as an ex-officio member of the Fair Employment Practice Committee and shall be its secretary. The Secretary shall have no vote but shall keep a true and correct record of all minutes and actions taken by the Fair Employment Practice Committee and shall receive complaints for and on behalf of the Committee.
3. The Personnel Officer will represent the administration in negotiation with the Fair Employment Committee and the Project Director shall act as final rather than initial contact in labor problems.

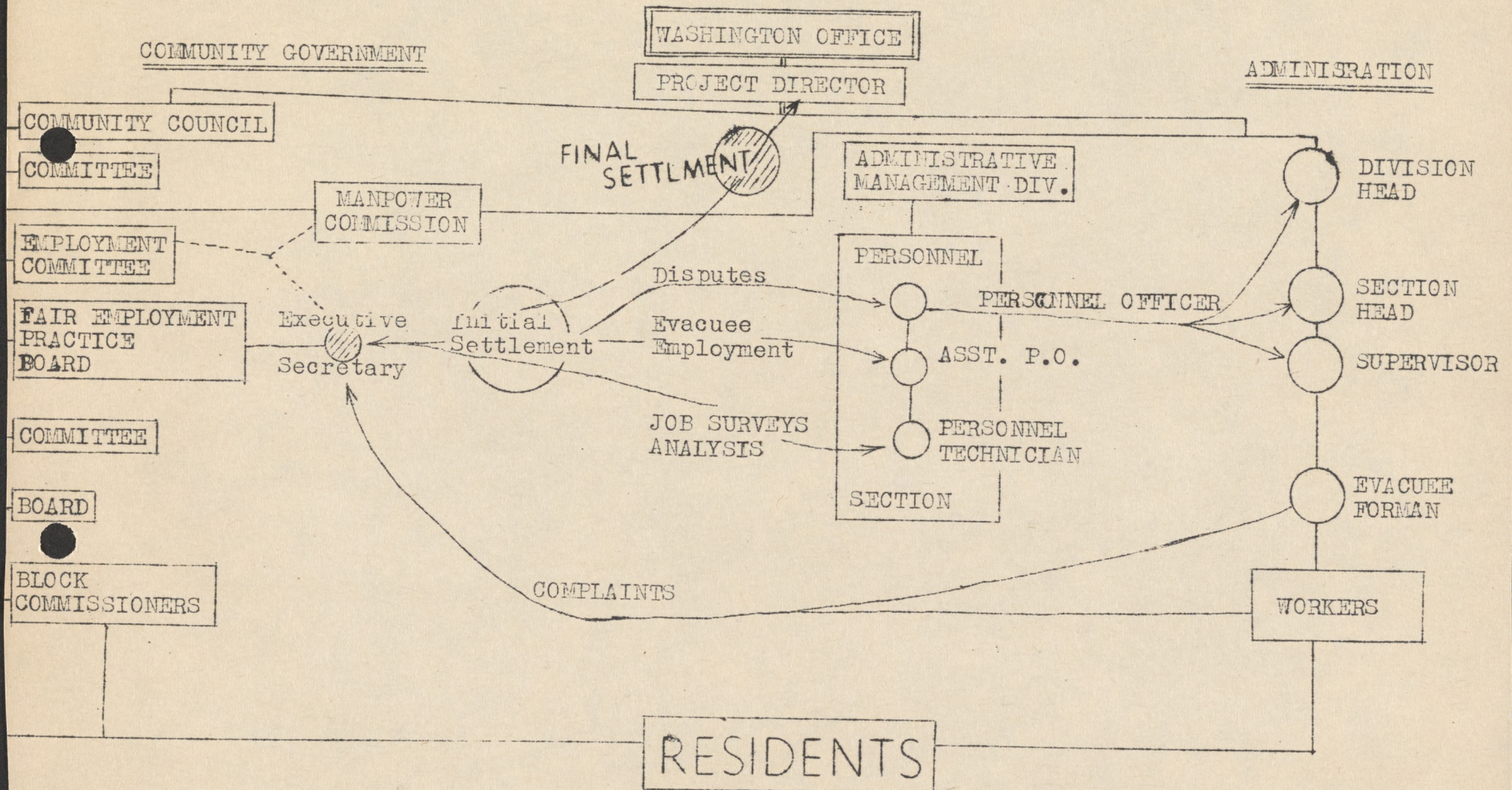
Functions

The duties of the Fair Labor Practices Committee will be as follows:

1. Recommending to the Project Director adjustment of disputes between employees and management, growing out of grievances or out of the interpretation or application of the published rules and regulations of the Authority governing labor standards, work schedules or employment conditions.
2. Assisting the Personnel Management Section in solving the problems growing out of lack of some of the normal work incentives within the center.
3. Recommending to the Project Director, through the Personnel Officer, improvements in working conditions, safety, and scheduling of hours.

# Organization Of The FAIR EMPLOYMENT PRACTICE BOARD

WITH INDICATED POSITIONS OF EMPLOYMENT COMMITTEE AND MANPOWER COMMISSION



SEPT. 14, 194

As evacuee employment dropped, activities were curtailed and evacuees were either replaced with temporary Caucasians or eliminated altogether. In this way essential activities were carried on entirely by Caucasians. Fortunately, the labor supply was plentiful, and no activities or closing procedures suffered through the loss of personnel.

The standard procedure for evacuee employment was duly conducted to the end. Classification and recruitment, in some instances was abolished. The normal position of requisitioned and reassignment was carried on to the end and finally a date was set when no more evacuees were used. This occurred about October 1, 1945, and by the twentieth of the month no evacuees were on the payroll except to collect their accumulated annual leave.

NARRATIVE REPORT  
PERSONNEL MANAGEMENT SECTION

(f) Summary of Evacuee Employment

Evacuee employment on the Minidoka Project maintained an almost steady basis from the beginning of the project until the closing months, when a steady decrease was shown until October 1, 1945 when all evacuees were terminated. The only decrease of any size at all occurred in the spring and fall during April, May, September, and October, when the evacuees went on the outside employment to help in the crop planning, in the spring and the crop harvesting in the fall, at nearby communities, but at no time was there a sudden decrease or increase in the project employment:

As it is impossible, due to the lack of records left on the project, to give a complete summary of project employment, we will give a partial summary to show the general trend in evacuee employment. At the beginning of the project the following activities were carried on, Project Operation, Community Enterprises, Construction, Agriculture, Land Development, Administrative Mess, Industrial, and other community services. In these activities the total number of evacuee employed was 3081, with 1813 males and 1216 females. This comprised 43% of the population who applied. During 1943, the following activities were carried on, Project Administration, Employment Transactions, Supply, Agriculture, Public Works, Community Services, Health and Sanitation, Reports, Internal Security, Fire Protection, Administrative Mess, Community Enterprises. At the fore part of 1943 the employment maintained was steady, total was 3,047, 1674 of these were males and 1373 females. They maintained 45% of the positions employed. After the reduction ordered by Washington on July 1, 1943, the total dropped to 2650 employees, 1300 being male and 1350 female for a total of 30% of the population. This total was gradually increased, however, until the latter part of 1943 when the total

again reached 3143, 1890 were males and 1253 females with approximately 48% of the population employed.

In 1944 a steady employment for the following activities was shown Office of the Project Director, Legal, Reports, Relocation, Internal Security, Health, Education, Welfare, Community Activities, Community Government, Supply, Finance, Statistics, Personnel, Evacuee Property, Office Services, Co-op, Fire Protection, Engineering, Construction Maintenance, and Administrative Mess. An average of 3097 employed, with 2087 females and 1017 males, this was 60% of the positions employed during this period. These activities were maintained into 1945 and the activities were closed as the evacuee employees and evacuee residents left the project in October of 1945. The total of employees dropped to around 500 and approximately 400 females and 100 males were to be terminated on October 1, 1945. As the liquidation took place the employment kept on the basis of about 50% of the people working.

#### E CLOSURE OPERATIONS OF THE CENTER

When the general closing order was given, an order was also issued from Washington as to the activities of the Personnel Management Section and the request was made from Washington that the Project Director recommend two positions of the five established for appointed personnel in the section be eliminated. At the same time instructions were issued from Washington dissolving some of the activities of the section, due to the fact that the Assistant Personnel Officer transferred to the State O.P.A. Office, and Personnel Technician was transferred to Evacuee Property Section. The above operations were the first steps in the final closure of the section. On July 1, 1945, due to the lack of evacuee personnel and also experienced

personnel, it was decided to transfer the appointed personnel payroll, leave and retirement records to the Fiscal Section. After this was accomplished it left the Personnel Management Section in a better position to devote its entire time to strictly personnel matters. At the close of the center, both evacuee and appointed personnel participated in the attempt to place appointed personnel with other agencies and to co-operate with the general plan of final closure for the center. As the number of evacuee personnel decreased, it became apparent that the places would have to be filled with temporary employees, both in the offices and at outside work. By the first of October remaining evacuee employees had all been relieved of employment, the program of recruitment for temporary workers started. These were recruited through the various U. S. Civil Service Employment Offices in the vicinity and by a recruiter sent out from the Project. In this way the Personnel needs of the project were very well met and its operation during the closing procedure was not handicapped when Administrative Notice number 30 was received. The policy prescribed has been followed and Personnel Management Section will be closing within the next few days. It has been the policy of the Personnel Management Section during its period of operation and experience within the past few months to be of any assistance it could to all of the sections on the project in operation, as to their need of personnel, to keep the experienced personnel on the job until the final closing and at the same time help in any way it could to see that any appointed personnel who left the project were properly placed.

I very respectfully submit this report.

*L. W. Folsom*  
L. W. Folsom  
*Personnel Officer -*