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WAR RELOCATION AUTHORITY

Tule Lake Project  
Tule Lake, California

TO: Mr. E. R. Fryer, Regional Director  
War Relocation Authority

FROM: Elmer L. Shirrell  
Acting Project Director

May 28, 1942

SUBJECT: Progress Report for Tule Lake Project

Yesterday Tule Lake Project received its first skeleton crew of 147 people. I was more than delighted with the way the staff functioned. There were but a few minor instances and these did not impede the program materially. Fortunately for us the storm subsided during the time of the arrival so that we could work without discomfort to the staff and colonists.

We had previously lined up all the personnel's cars, the one sedan belonging to the War Relocation Authority and the rented cars. We also had two CCC trucks with benches in them. Even the wives of staff members drove cars. These cars shuffled back and forth from the train to the processing center which was an empty mess hall. Our plan, agreed upon with Lieutenant Christianson of the Quartermaster Corps and the Southern Pacific Company officials, was to unload at our own railhead, making the presence of the Military Police unnecessary as this railhead is inside our own grounds. Five minutes before the train arrived Southern Pacific announced a change in plan and decided to unload at the railroad in front of our main gate. This necessitated a hurry-up call to Captain Patterson for help in blocking the highway. His men functioned perfectly and I saw nothing but kindness on their part as they assisted elderly people off the train. Two of them even carried small children. We unloaded in forty minutes which military officials in charge of the train tell us was a record. Before the next arrivals Captain Wilkes assures me that he will fill in the land and build a landing platform next to the railroad track.

The processing at the empty mess hall proceeded smoothly with excellent cooperation from the Japanese. I knew that our own staff would be amazed at the competence and good spirit of the colonists and today I notice that they are all smiles because of the very able group who will now help us plan for the next group and who are already taking over innumerable jobs in the camp. The only break in the processing was in the medical examination room as Dr. Carson was all alone. We finally discovered one Japanese nurse and from that time on things went a little faster. There were thirty-nine infants amongst them and with the assistance of Mrs. Halle, Assistant Community Worker, plans were quickly made for getting formulas. The doctor handled this from the base hospital and with the help of Japanese messengers correct formulas were sent to the various apartments of mothers during the day and night.

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The Placement Bureau began functioning early in the afternoon, enlisting colonists and, as I told you in a wire just now the only difficulty was in Paragraph 3, sentence 2, "I may be transferred from one relocation center to another as determined by the Authority from time to time". The objection to this was that they were fearful of being separated from their families. This fear is a logical one based upon the disturbed conditions which have existed since Pearl Harbor and their fear of losing track of members of their family. It was almost pitiful the way they clung together. We shall have to have some advice and interpretation immediately or our entire War Relocation Work Corps program will be endangered.

At the end of the day we found that instead of averaging 250 people to a block as we had planned, we had spread out over three and one-half blocks. A check up last night showed us that we had but one large family, and that was nine. The families average seems to be about three and one-half persons which I presume will be typical. We discovered also that we had no call for the use of the single women's dormitories. The single women had grouped themselves in parties of five or six and had been assigned to family apartments. In the three and one-half blocks we had only about thirty single men. This means that throughout our entire encampment we will have the single men's and single women's dormitories practically vacant. Even the single men quartered in the dormitory would have preferred going in groups of six. The dormitories are 20 x 100 and without partitions of any sort. I am asking Captain Wilke's advice on this subject and will probably ask you for authority to have either the Army Engineers or the War Relocation Authority to negotiate with the contractor to make these dormitories into apartments. Because of the need for smaller apartments we are planning to cut these buildings into six apartments approximately 15 x 20 rather than four-family apartments. Families consisting of man, wife and one child would then have plenty of space. Such alterations should not be difficult and would involve breaking one window down into a door and putting in five dividing partitions. I will get the result of this conference to you at the earliest possible moment because I feel these partitions should be made before we take our next group.

The mess hall functioned perfectly with the Chief Steward, Mr. Stults, and the trainee, Mr. Hawes. They were well organized and the contractor, Ford J. Twatts Company and Morrison Knudsen Company, Inc., very kindly offered the services of their cooks and waitresses so that by one-thirty all the colonists had had an excellent dinner. I am sending a note to the contractor expressing our gratitude. By the evening meal the Japanese cooks took over and I watched both supper and breakfast this morning being served and they functioned like a well oiled machine.

Block managers were selected yesterday afternoon on a temporary assignment and Mr. Jacoby and Mr. Fleming are giving them their instructions today. The plan for block managers is proving to be very sound. Mr. Jacoby organized







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his wardens and they started walking their beats last night. They took over from the Military Police the night watch for everything except the warehouse, base hospital and administration area. As soon as we get our next group the Military Police will be relieved of all internal work and will handle only the external and main entrance gate.

Mr. Bauman, the Safety Engineer, moved in very quickly on the fire situation, establishing himself in the fire house which houses the temporary equipment which we have. He has picked some likely looking men to form the nucleus of the Fire Department and when our two engines promised by Captain Wilkes arrive on June 1st, we ought to be in good shape.

Mr. Smith's and Mr. Friedman's plans for assignment to quarters and keeping the records functioned very smoothly. We know where every colonist is settled and this morning will work out the locator and cross index files. In this connection, I hope Regional Office is planning a visible index system so that we can quickly locate any family or individual.

I was fearful of not having someone on duty at the Administration Building all night so for the time being have assigned Mr. Chambers to night duty there. He will keep contact with the Military Police at the gate and will be prepared for any emergency which might arise in the colony itself. He will also be on duty should we have bus loads arriving during the night.

Colonel Maude, who was in charge of the train bringing the colonists, informed me that the two groups of four hundred each from San Joaquin County, California, had been re-routed to Manzanar and I wired you for confirmation of this. He told me that the next group which were due on June 1st, 2nd and 3rd from Oregon and Washington will be here on June 1st in all probability. Practically all this group will be picked up at their homes, will have had no medical examinations and no experience in an assembly center. We cannot handle medical examinations of this group with one doctor and I was delighted to get your telegram assuring us that more medical personnel would reach us. We shall have a little trouble with morale with this new group as they will not have been at an assembly center. The contingent arriving yesterday was so delighted with Tule Lake because of its obvious advantages of improved facilities over the assembly center that their morale is at a very high pitch.

The storms continue and the wind is bitterly cold but with the added insulation we shall make everyone comfortable I know.

The levee situation is serious and will be serious as long as our storms last and the high winds prevail. Instead of evaporating, the lake is rising. Mr. Slattery and Mr. Sheehan have taken over this problem with



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the assistance of some heavy equipment from the United States Bureau of Reclamation and we hope to hang on to our farming land. I gave Mr. Slattery first priority for labor and this morning we are sending a large force of colonists to help. Baled hay has been purchased wherever we were able to find it. Sacks are being filled with sand and we have not given up hope. It is going to be fearfully expensive, however.

In closing I must repeat again to you how proud I am of the staff of the Fule Lake Project. They functioned like an organization that had been in existence fully a year. They are in excellent spirits after a very tough day and are on the job, doing their individual work and functioning as a team. Mr. Townsend, the trainee who arrived just in time to be in on the arrival of the train and the subsequent settlement of the colonists, came to me last night to tell me that never in his experience had he witnessed such a smooth functioning organization and could not believe they had been together approximately a week.

I want to take this opportunity of thanking all of you at Regional Office for your support which has made this good start possible.

ELShirrell:ry

CC Mr. Rachford  
Mr. Coverley  
Mr. Cozzens  
Mr. Mills ✓  
Dr. Thompson



*Copy for Mr. Coggins*

Tule Lake Project  
Tule Lake, California

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June 12, 1942

MEMORANDUM TO: Mr. E. R. Fryer  
Regional Director

SUBJECT: Progress Report for Tule Lake Project

It has been some time since I have taken time, or had time, to write a progress report. I do not know if these are of any value to you but they do give some picture of what is happening on the opening days of a Project.

First, let me thank you for the number of regional and military personnel who have visited us. We have found their visits immensely helpful and I think it gives all of them a better picture of the problems which arise. I know it is your own intention and the intention of other regional people to visit us at an early date. I think for a thorough understanding of the difficulties on the firing line such visits will be highly profitable to the project and to the regional office.

This past week has been utilized in practically all the divisions for the purpose of "consolidating our position", to use a military term. We have 1906 colonists at the present time and have been getting them settled and on temporary job assignments in order to increase the possibility of absorbing 500 people a day beginning next week.

The Transportation and Supply Division is beginning to see daylight. We have now 45 trucks which have been shipped to us. These have been gone over and the necessary repairs made. Some arrived without much rubber and in most cases the battery was shot to pieces but we will have rolling stock enough in the Transportation Division to begin functioning as we have wanted to for some time. Necessary equipment to take care of incoming colonists is coming in and I feel safe in stating that we will be ready for them. No alarming shortage in any one line is being felt at the moment. Major Healey, from the Western Defense Command, assured us that equipment now at Sacramento and Marysville would be forwarded to this project as soon as those centers are cleaned out. This will, I think, serve to fill us up to necessary supply standards for the 16,000 colonists which will be our ultimate quota probably.

I cannot speak too highly of my satisfaction in the way Mr. Hayes and his division have functioned through this very trying period. He has started developing a very fine group of colonists as assistants, too.

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2-E. R. Fryer-June 13, 1942

On Thursday night we opened the dining hall for personnel which has added considerably to the morale of the staff. We have been banded about for meal service, first with the military and then down to three tables in one of the mess halls in the colony. These were both substitutes and I am surprised that the staff has been so reasonable and adaptable. It certainly is a relief to sit down in a nice quiet place, with table cloths and eat food served to suit our own taste.

The medical staff has been increased this week by the arrival of four Japanese doctors and two Japanese dentists. We have had no increase, however, in nursing personnel. This situation remains acute. I hope Dr. Thompson will soon find for us increasing numbers of registered nurses from among the colonists.

Dr. Carson and Miss Graham, the chief nurse, have already started on formal classroom instruction and laboratory periods for nurses' aides. A group of thirty attended classes yesterday. These people help in cleaning up the wards and setting up such equipment as we have. We are prepared now for emergencies but our medical equipment is still lacking as Dr. Thompson knows.

One of the greatest difficulties is the hospital kitchen equipment. Captain Wilkes, of the Army Engineers, tells me he is still waiting for word from his office as to what type of kitchen ranges should be installed. He agrees with us that coal burning stoves would only be an added fire risk and feels that the only feasible solution is to equip the hospital kitchen with electric ranges. At the present moment the patients and staff of the hospital are being fed by use of the electric range installed in the diet kitchens in the various wards.

We are glad that regional office saw fit to ask for an extension on the assignments of Dr. Murphy and Miss Bone who are on loan from the California State Department of Public Health. We are particularly anxious to have Miss Bone remain with us. Her wide experience in public health work would be of great value to us. Dr. Carson and Mr. Fleming and the other members of the Community Services Division are working on a program of public health field work which I believe will be very valuable contribution to the welfare of the colonists.

The Public Works Division has held several conferences with the U. S. Bureau of Reclamation officials and the advance planning for the subjugation end of the work program is well along. This will involve a tremendous amount of work in the next few months if we are to keep pace with the program. If we succeed in reclaiming 10,000 acres this year we will have left a lasting monument and will have speeded up the reclamation work in the Tule Lake Division far beyond their expectations.



3-Mr. E. R. Fryer-June 13, 1942

Mr. Slaterry's division has cooperated with the Agricultural Division in doing the necessary levee repair work and drainage canals on the 2700 acres we are to farm. Under the previous lease holders this work had been neglected and it was necessary for us at once to do considerable which should have been done over a period of the last couple of years. U.

Necessary construction, repairs and additions for our plant here are going forward. Mr. Slaterry's group is now at work now on such things as building the telephone and teletype room in the administration building, construction of the necessary waiting room and counter, temporary store installation, etc. Work and plans are going forward for the construction of our maintenance and repair building for heavy equipment. This is somewhat slowed down because of the renewed activity of the contractor in building the additional facilities here and the fact that we have had to reduce our program because of the tremendous drain he has made on our unloading facilities. The most necessary work immediately ahead of this division is the provision of more quarters for personnel. At the present moment we have a total of six single rooms and eight single apartments. Within a few days the engineers should turn over to us the rebuilt dormitory damaged by fire and two other dormitories which will give us an increase of eighteen single rooms or a total of twenty-four. We also should have, within a few days, an additional apartment building which will give us a total of twelve apartments. This is not sufficient for the present personnel. I believe that we do have enough single rooms for the present but this will not take care of additional personnel which we must house in our educational plant when it begins functioning in August. Our immediate need is for more single apartments. I have eleven married men waiting now for an opportunity to bring their wives to this project. They will need single apartments. I have twelve more who must have apartments with two or three bedrooms. They have not complained but I feel it unfair to keep these people separated from their families or in single rooms, forcing them to look to the mess hall for meals. It is a distinct hardship for some of these men who must maintain themselves here and their families elsewhere. This subject was presented to Mr. Powers, of Mr. Cozzen's staff, on his recent visit but as yet we have been given no instructions as to how far we can proceed. I hope this may be given full speed ahead right away.

We are making progress in our farm work but not to the degree I would like. Mr. Kallan has been working far more hours than he should and his recent illness is directly attributed to overwork I am sure. He is now on crutches as a result of this influenza and arthritis attack and I am much concerned. I sincerely trust that the Chief of Agriculture is on the way to us. The immediate work is going forward but nothing can be done in far range planning for such things as a poultry farm, hog ranch, dairy ranch, etc., until we have a Chief of Agriculture assigned to this project. The land is being prepared and our seed beds are out



4-Mr. E. R. Fryer-June 13, 1942

and next week we will start on a very intensive planting schedule. This spring has been very backward up here. We had a killing frost Thursday morning but are hopeful that because of a late spring we may have a late fall.

I was delighted with the visit paid to the project this week by Mr. Kimmell and the group representing the Quartermaster Division who were here to survey the possibilities of a manufacturing site. As I reported to you, the situation looks feasible from every point of view for a very satisfactory factory site and the necessary siding immediately across the highway and railroad, just opposite the main entrance to the project. I am hopeful that a wood furniture manufacturing plant may be installed within the next two or three weeks. This is a natural selection for our project inasmuch as lumber is easily accessible. Some of the largest lumber mills in the world are at Klamath Falls.

With the remodeling of the single men's and single women's barracks in each of the blocks, the Housing and Employment Division has been moving small families into these smaller apartments this week. All the moving is now complete. We are still in Division 5 of 9 blocks with our present 1906 people. I feel that we can accommodate several hundred more in this division which will approximate the necessary 2500 people to a division if we are to achieve the necessary housing facilities per block.

This Division is a bee-hive of industry. The colonists are setting up partitions in their apartments, drapes at the windows, making furniture for themselves and fixing gardens. Many of them brought their seeds and plants with them and it is a great satisfaction to see the way in which they are adapting themselves to project life. They seem quite contented and it is almost pitiful to note the real comfort they are making for themselves and their delight in being safe again.

We have set up a Placement Office down in the colony itself and both Mr. Smith and Mr. Fagan are working very hard. At the present moment out of the 1906 colonists, 1040 have been assigned to temporary jobs around the camp. Mr. Smith's group is using quite a number of these people in interviewing prospective employees and their spirit seems to be fine. Your telegram of the week which has been given wide publicity that their cash advances will date from their Entrance on Duty at Tule Lake, has helped materially in the morale of the colonists and their willingness to report for duty. We still face a shortage of cooks and I trust that the next group that comes in will have more cooks than the rural people we have drawn heretofore.

We have loaned a man temporarily from the Administrative Division to assist Mr. Smith in the statistical division. This man in turn will assist in training the colonists in this work. We are hopeful that when the Sacramento group is received there will be more college trained persons with statistical training.



5-Mr. E. R. Fryer-June 13, 1942

The Community Services Division has taken over two buildings near the center of the colony and fitted them up as community stores. This is the most popular place in the colony at the moment. Mr. Cooke's staff of Japanese merchants and store keepers is doing a rushing business. The only trouble we have is getting enough stock to last for day to day business. The building next door is being set up as a community beauty shop and barber shop. We hope shortly to work out some kind of shoe repair place as gravelled roads and rocks are hard on shoe leather.

We are following Mr. Coverley's instructions closely on the operation of the store pending the date when the Japanese may be organized to take over.

We are somewhat disappointed that our community gardening is not going forward as rapidly as we would want it. We hope to receive at an early date the flower seeds and gift of trees from the Soil Conservation Service so that we can continue our work on the permanent planting plan for landscaping the project. At the moment we are putting in a lawn in front of the administration building and at least will have one green spot to show visitors.

The Community Services Division has been a very busy spot this last week. Mr. Jacoby and the Internal Security Section is now functioning with wardens throughout the cantonment. All Military Police have been moved so that they are manning only the exterior guard stations and the main gate. The wardens are on night and day patrol and have been invaluable in assisting in fire protection. We have not had any instances of disorderly conduct and are finding our group to be a very peaceful sort.

Mr. Waller's recreational program continues full blast. The recreational leaders in the colony are now practically running the program with very few suggestions from Mr. Waller. The arrival of the small stock of recreational equipment which we asked for has speeded up this program considerably. We are fortunate in that the terrain here is such that a baseball diamond can be laid out in five minutes in the fire break area. One evening after dinner I drove down and found six baseball games in progress in the twilight hours.

On Monday next we have a furniture show scheduled. This is to inspect and award prizes for the best pieces of furniture constructed out of scrap material by the young people in this group. They asked that we name a committee of judges and I have succeeded in getting several local people in the furniture business or who have an appreciation for this type of construction to come in and act as the judges.

Mrs. Francis is already taking hold on the educational program for adults. A full time woodworking class is in session with three classes a day and a daily attendance of approximately seventy. Many more are interested but present facilities are inadequate. An advanced class



6-Mr. E. R. Fryer-June 13, 1942

in English is opening on Monday night and a class in cooperatives for the staff is to begin. We have worked out an agreement with the Modoc Union Evening High School and they are willing to provide instructors and equipment without expense to us. This same procedure will be followed in adding future classes.

I sent on to the Regional Office Miss Robinson's report on the nursery school situation and I would like to quote certain parts of her report on her first week's activity:

"When the supervisor arrived June 1, there was a small nucleus of about fifteen children between the ages of two and eight years, gathered under the supervision of four helpers from the colony. At the time of reporting, this group has increased to fifty enrollments, divided into two separate groups, with the assistance of ten colonists.

". . . When the population has become stable, at least in the first ward to be occupied, a census will be taken of the children under five years, to determine whether more than one school will be needed in each ward. Each school should probably be able to accommodate from twenty-four to thirty children and staffed by four teachers. When the whole camp is occupied, it is expected that there will be at least eight schools in operation; and each of these divided into Junior and Senior groups, the four and five-year olds having separate program and staff from the two and three-year olds.

". . . Teacher-Training: As soon as the program, location and equipment of this first school has been stabilized, a definite course in Nursery School techniques will be offered to all those who have signed up for work in the Nursery Schools."

Mr. Gaba has been very busy with Mr. Fleming in advancing on the preliminary planning for the temporary form of self government by the colonists. Thursday night we held preliminary meetings in two central spots in the colony. One meeting for about four blocks was held at seven o'clock and the second meeting for the other five blocks was held at eight-thirty. They asked me to address these meetings. We had about an hour of friendly questions from the floor and a half hour devoted to preliminary stages of getting block representatives nominated and elected. No formal election procedure was carried on but plans were discussed for block meetings to be held the following evening at which time block delegates would be nominated. The meetings were very profitable both to us and to the colonists, I am sure. They are very eager to participate in the government and I think will handle their own affairs in above average way.

Upon my return from the meetings at about eleven o'clock, I found Mr. Eisenhower's communication relative to self government on my desk.



7-Mr. B. R. Fryer-June 13, 1942

I was quite delighted to find that we had conformed, at least in the major outline, without prior instructions on the plan. In the future we will of course conform entirely. Today is election day in the colony and the spirit of competition is on in each block in selecting their block representative. As soon as they are elected we will call a preliminary meeting and proceed with the organization of a temporary council.

We have been very fortunate, I believe, in our choice of block managers so far. We have centralized responsibility for the block managers' work in the hands of Mr. Gaba and he is doing a very fine job.

We await with considerable eagerness the arrival of Mr. Harkness as the work in that section is piling up. Mr. Fleming has been trying to handle it but we are placing a very heavy burden on him which I hope Mr. Harkness may share. We are to open schools in August and must advance rapidly in getting equipment, books and supplies. I think we must anticipate that it will take at least sixty days to get supplies into warehouses and school buildings. We trust Mrs. Adams will come up shortly to work out with us the necessary details with regard to our school buildings. As yet we have had no definite instructions regarding the financial plan of operation of schools but presume that will reach us very soon.

Our Statistics Division is keeping an active record of all ages of children so we can have a pretty good picture by the end of the next ten days as to how many elementary and high school children we will have.

Our temporary paper is functioning and forms a valuable medium of giving instructions to colonists, advance notices of meetings, etc. Copies are being sent to regional office on each publication day.

The second administration building opened yesterday. We are finally beginning to receive desks and furniture and Mr. Niesse's section is now adequately housed. The pressure upon the main administration building is now relieved considerably. The vault is practically complete and will soon be ready to house valuable records, the day's receipts from the store and such other things as should be given safe storage. The post office which is a sub-station out of Tule Lake will open on Monday. The building is all ready. They have been held up waiting a letter of authority from the Postmaster General. We had to place on duty a white person to supervise the handling of the colonists' mail. It seemed wise to do this in view of the hesitancy of the post office people in dealing with anyone but a responsible agent of this office. This person will also handle any liaison which may be necessary between the Military Police or ourselves in the handling of incoming parcel post. The only form of censorship in operation is the necessary opening of parcel post packages in front of a representative of the Military Police. This is the only way I saw we could prevent the sending of contraband articles.



8-Mr. E. R. Fryer-June 13, 1942

The telephone switchboard is now installed and as rapidly as connections throughout the camp can be established, they will be placed on the board. Because of the fact that our only means of communication is through the telephones in the fire guard towers, the hospital and the block managers' offices, 24-hour duty will be maintained on the board. Temporary phones we had down in the area were the only things that saved our station during these numerous fires.

I have written you previously on the subject of fires and the worry this has been. Captain Wilkes has been very cooperative in the new installation of chimneys. I sincerely trust that these installations will stop this fire risk. I am more grateful than I can tell you that Mr. Hoffman has been here during this time. Without his assistance and the work of Mr. Rhoads, the fire chief, our damage would have been widespread. Two fire engines arrived last night and are being serviced this morning. They will probably be ready today. They came, however, without fire hose but we have been assured by Captain Wilkes that hose has been ordered from Baltimore and will reach us soon. Meanwhile, we can function with what we have purchased.

Our staff meeting last night brought out one principle topic for discussion -- that of the necessity for every person in the cantonment, staff and colonists alike, being fire conscious all the time. Mr. Hoffman and Mr. Waller are now at work organizing classes in civilian defense, two main subjects of which will be fire prevention and fire fighting. Courses in first aid are also being organized.

At our weekly staff meeting last night we were delighted to have Colonel Foy and Major Darlington with us to give us some slants on regional office procedure. We discussed the tentative policy bulletin received recently and heard reports of two committees. The first committee to report was on Promotional Training for Colonists. I am attaching herewith a copy of this committee's report. The recommendations will be carried out and each division and section chief will immediately begin to organize the thinking and action of his division and section along the lines of this report.

The committee on the merit system for colonists gave us a preliminary report. As soon as this is in hand I will see that you get a copy of their report. Without the usual incentive of salary increases, we face some problem in keeping colonists at work at a high calibre and are feeling the need of each section and division developing within itself some system of merit promotion. We shall give a more detailed report on this at an early date.

We await the arrival of Mr. Rachford who is due here the fifteenth, as we understand it, at which time he will take over the duties of Project Director. Future progress reports will no doubt be made by him.

Eber L. Shirell  
Acting Project Director



Tulelake Relocation Project  
Tulelake, California  
June 9, 1942

Committee on Promotional Training of Colonists  
Throughout the Project

Present:

Theodore Waller, Chairman

Don Elberson  
Dr. A. B. Carson  
Gilbert L. Niesse  
Ruth Young

Absent:

Joe O. Hayes

Also Present:

Paul Fleming

The Committee considered the minutes of the previous meeting and found itself in agreement with the statements made therein.

We feel that everyone concerned with the operation of the Project should come to regard Relocation as in a very large measure a training program. Since the most effective training is usually to be found in a real work situation there can be no conflict between the training and the production functions of the Project.

With this principle in mind, the Committee makes the following recommendations:

- (1) The Committee believes that it should be the policy of the Project to conduct all work activities in such a manner that a maximum amount of specialized training will result from every work assignment. This means that the individual colonist's interests, capacities and vocational objectives must be motivating factors in assignment, transfer, rotation and general supervision. If this objective is to be realized it is imperative that every supervisor from foreman to division chief come to think of the Project as a vast training program.

This means, in the opinion of the Committee, that it should become the definite responsibility of every division chief and section head to organize a system of well-planned job rotation (which involves the development of simple job analyses for each assignment), supervisory conferences, related training courses and adequate reporting to placement guidance and educational officers.

The Committee recommends the formulation of a statement of policy embracing these points and distribution of this statement to all administrative and supervisory personnel.



- (2) Since the effectiveness of the Project from a training standpoint depends upon the understanding and enthusiasm of supervisors, the Committee recommends that division chiefs institute a series of brief, well-organized and intensive staff meetings in every division. These meetings should be frequent but they might be no more than 15 minutes in length. Each meeting should be devoted to a talk dealing with one point. These talks might very well cover administrative policies and procedures as well as matter relating to personnel and training. Many of them might appropriately be inter-divisional in character. In their nature, they would permit no discussion. They should, therefore, be supplemented by less frequent general meetings where discussion should be encouraged.
- (3) The Committee further recommends that related training courses be developed by each division in connection with most if not all types of work assignments. These courses would deal with comparatively theoretical matter related to the kind of work being carried on in each of the several divisions and sections. In some cases, the related training courses might be designed to fit a group of colonists for a specific promotional assignment. In other cases, (as in the leadership training course that is now being developed and the social service course which is already under way) they might both increase competence in the immediate job and serve as preparation for professional training or employment after the war. Project personnel who are assigned at the limit of their occupational capacity would profit from courses which would increase their versatility and broaden their knowledge of the general field in which they are working.
- (4) The Committee feels that some kind of Project-wide coordination will be desirable and necessary in the development of this program of promotional training. There should be some individual available for consultation with section heads and division chiefs who become interested in developing systematic training procedures, who desire advice in the establishment of related training courses, who require assistance in educating supervisory staffs to an understanding of the philosophy and techniques of promotional training. We believe that it is not important to have a uniform program, that there should be variations between sections and divisions but that coordination throughout the Project is essential. It should be stressed that this coordination and consultation service would in no way diminish the basic responsibility of each section head and division chief for the development of a promotional training program in his jurisdiction.
- (5) We feel that this program should not be presented as a



phase of formal education and that the coordinator should not be a person whose present primary concern is education. It is our recommendation that promotional training be presented as an integral part of basic Project operation. It is the opinion of the Committee that in the long run the possibility of the Project becoming either self-sustaining or capable of war production will depend upon the effectiveness of the training program.