11. Mr. Saiga, a guard in the Ministry of Transportation, is married and has four children. Mr. Toga, also a guard in the same unit, is a bachelor. Mr. Saiga and Mr. Toga are assigned similar duties. Their supervisor requests that Mr. Saiga's position be placed in a higher class than Mr. Toga's position because of his family responsibilities.

Reason for request: 11

Is the reason for request an allocation factor? N

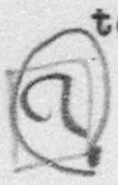
12. Mr. Kanno was an excellent locomotive engineer until he lost his leg in an accident. Then his supervisor gave him a watchman position in grade 3. The supervisor requests that the watchman position to which Mr. Kanno is assigned be reallocated to grade 7, the grade of his former position because of Mr. Kanno's former efficiency and long length of service and the fact that he was injured while on official duty.

Reason for request: 14

Is the reason for request an allocation factor? N

PART V. CHARACTERISTICS OF GROUPS OF POSITIONS

There are given below a list of the 5 groups of positions as set up under some position-classification plans and a list of 14 statements of characteristics that apply to the positions of one or more of the various groups. Opposite each of the terms listed write the numbers of the characteristics given below that apply to the positions of each kind of group. Some characteristics are applicable to more than one group.



Example: Read the first statement carefully, "All positions have the same basic pay". All positions in a classification grade have the same basic pay; therefore, the number "1" has been written in the blank opposite classification grade. All positions in a class have the same basic pay; therefore, the number "1" has been written in the blank opposite class. The statement is not true for the other 3 terms.

Groups of Positions	Answers
a. Classification grade	1, 4, 5, 13
b. Service	7, 14.
c. Class	1, 2, 3, 4, 6, 12.
d. Occupational group	7, 10, 11
e. Series of classes	8, 9, 11.

Statements of Characteristics of Positions

(1) All positions have the same basic pay.

(2) All positions use the same title.

(3) The same qualifications are required for all positions.

(4) All positions are similar as to level of difficulty and responsibility.

(5) Comparable levels of qualifications are required for all positions.

(6) All positions have identical duties and responsibilities.

(7) All positions are of the same occupational field.

(8) All positions are closely similar as to kind of work.

(9) All positions are closely similar as to kind of work but differ in difficulty and responsibility.

(10) All positions are of the same occupational field but may differ in regard to specialized type of work.

(11) The positions are grouped on the basis of kind of work only.

(12) The positions are grouped on the basis of level of work and kind of work.

(13) The positions are grouped on the basis of level of work only.

(14) The positions represent more than one occupation or profession.

PART VI. DEVELOPMENT OF POSITION-CLASSIFICATION PLAN

The development of a position-classification plan in a fairly large jurisdiction normally involves the procedures listed in the column on the right. The problem is to rearrange them in the chronological order in which they are logically performed.

Example: The first step in the development of a position-classification plan is "arranging questionnaires in organization order", which is lettered "e". Therefore, the letter "e" has been written in the blank after number "1" in the column on the left. ~~Then~~ Find the procedure that would be the next step, and write its letter in the blank after number "2" and so on for all the steps.

Chronological order of performance	Procedures involved in the development of a position-classification plan
1. e	a. Writing class specifications
2. _____	b. Conducting work audits
3. _____	c. Preparing personnel and organization charts
4. _____	d. Drafting code of rules for the installation and administration of the plan.
5. _____	
6. _____	e. Arranging questionnaires in organization order.
7. _____	

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

f. Determining classes tentatively

g. Adopting the position-classification plan.

h. Analyzing positions

i. Obtaining final criticism and adjusting disagreements.

j. Selecting class titles

k. Arranging questionnaires occupationally, that is, by occupational groups and series of classes.

l. Determining relationships among classes

m. Revising classes, class titles, allocation of positions to classes, and working definitions of classes.

n. Preparing working definitions of classes.
tentative

o. Allocating positions to classes tentatively.

PART VII - BASIC STEPS IN ALLOCATION PROCESS

The three basic steps in the allocation process are: Getting the Facts, Analyzing the Facts, and Evaluating the Facts. In the column at the left are listed some important sources or procedures which must be utilized in order to complete the allocation process. The problem is to associate the items in the left column with the related basic step given at the right.

Example: Item number "1" , "Incumbent of position" is an important source of facts. Accordingly the number "1" has been written in the blank to the right of "Getting the Facts".

Sources of Procedures	Basic Steps
1. Incumbent of position	A. Getting the Facts
2. Laws	1
3. Determining major and minor duties and responsibilities	
4. Determining the occupational group	B. Analyzing the Facts
5. Rules and Regulations	17
6. Determining the class of positions	C. Evaluating the Facts
7. Making a tentative determination as to which allocation factors are significant	
8. Comparison with general grade definitions	

9. Work audit

10. Determining the series of classes

11. Consultation with subject matter specialists

12. Position-description questionnaire

13. Occupational data

14. Comparison with class descriptions

15. Position-to-position comparison

16. Organization charts

17. Breaking down factual information under the allocation factors

9. Work audit

10. Determining the series of classes

11. Consultation with subject matter specialists

12. Position-description questionnaire

13. Occupational data

14. Comparison with class descriptions

15. Position-to-position comparison

16. Organization charts

17. Breaking down factual information under the allocation factors

File Exam II-5

Subject concerning to the keep of secrecy in printing of examination questions.

To: Mr. Shirven Civil Service Branch, Govt. Sec.,GHQ

By: K. Miyazi, J.N.P.C.

I hereby inform you on how the printing bureau has been keeping the secrecy in printing of examination questions.

1. Limitation of Personnel
Between the period of request for printing of examination questions and the period of its finishing up, the person who takes charge of this work is limited to only one person, ordering the chief of manufacturing section (Mr. Okuma). So whole responsibility regarding to the keep of secrecy is to be on him. When he should be absent because of illness, the Chief of factory will be his agent. However, generally, even the Chief of factory cannot touch the secrecy of examination questions.

2. Adjustment of Manuscript
The Chief of Manufacturing Section shall erase the figure or the letter from which secrecy may be divulged (as the name of agency which conduct examination, date and time of examination, etc.) by the cooperation with the client, and then shall decide the detail order of questions and the style of prints. These manuscripts shall be adjusted by the filing number. This filing number shall never be notified except the Chief of Manufacturing Section.

3. Revision
The proof-sheets shall be dyed in red at their edges on account of discrimination to others, in which are to be placed a series number and be signed by Mr. Okuma.
The correction will be conducted with the client at the special room. After the correction, they will be taken custody in the money chest. The person responsible for custody is the Chief of Manufacturing Section. And by he himself it will be taken.

4. Printing
At first, he counts the number of blank sheets, and after printing he has to check the number of printed sheets. Printing materials shall be handled only by the order of Chief of Manufacturing Section

5. Bookbinding
He shall repeat to inspect the manufactured goods counting their pages for several times.
When the defective sheets appeared, he has to check if the number of defective sheets and printed sheets are in concord with the number of blank sheets.
After giving the filing number, number of sheet, date of package, and sign of handled person, printed sheets will be packaged and sealed.

6. Disposition of Defective Sheets

After making sure that the number of defective sheets ~~are~~ the number of difference between the number of blank sheets and printed sheets, defective sheets will be packaged, sealed and taken custody at the warehouse in which generally precious goods have been put.

In about one month after the examination, the defective sheets will be cut into small pieces by the cutting machines, be packaged, and finally be boiled at the paper factory for the raw materials of paper.

7. Order Sheet

The order sheet by client will be taken custody in the money chest by the Chief of Manufacturing Section for about two weeks after the printing finished.

At the period in which any secrecy will never be supposed to be divulged, through the decision by the Chief of Factory, expenses will be claimed.

Statistics

For File

MERITS OF TYPES OF ITEMS
(1 is the highest rank; 2, next highest; and 3, lowest)

	TYPE OF ITEM					
	1 True-False	2 Completion	3 Multiple-Choice	4 Matching	5 Rearrange	6 Essay
1. Easy to compose	2	2	3	2	2	1
2. Easy to understand directions	1	1	1	2	2	1
3. Short time per item	1	3	1	1	1	?
4. Little printed space per item	2	2	2	1	3	1
5. Easy to score; no partial credits	1	2	1	1	1	3
6. Free from chance success	3	1	1	1	1	3
7. Complexity of thinking	?	?	?	1	1	1
8. Question clear, not a puzzle	2	3	1	1	1	2
9. Dependence on recall, not recognition	3	2	3	2	2	1
10. Analysis of results*	3	2	1	2	2	1

* Evidence showing why the examinee failed; types of errors or omissions.

E. B. Greene, Measurements of Human Behavior, (New York: The Odyssey Press, Inc., 1941), p. 111, Table 19.

File Exam VIII

(See also sample test material Nos. 1-21-1-22.)

The attached table shows weights and other critical data established by the U. S. Civil Service Commission for the four-test battery employed for the examinations for Junior Professional Assistant in 1947 and 1948. The tests in question are numbers 56A, 56B, 57A, and 57B.

JPA 1947 - 1948 VALIDITY STUDIES

Option	Weights	Passing Max. Score	% Passing 1947-1948	Validity of Battery Low	Middle	High	R	No. in Study	56A Verbal 60 Items M	r	56B Quant. 35 Items M	r	57A Abstract 50 Items M	r	57B Space 50 Items M	r
Ad. Tech.	1,1,2,1/10	140/200	30 32	1 1 9 6 11 16			.32	44	38	.15	20	.26	30	.32	20	.12
Archeolog.	1,1,1,1	115/195	65						40		22		34		22	
Astron.	1,2,1/100,3	145/280														
Bacteriol.	1,3,1,1/100	110/215	76	0 3 6 3 3 1			.61	16	38	.46	20	.62	33	.46	21	-.01
Chemist	1,2,1/100,3	145/280	51 56	4 6 4 7 6 5				32	38	.15	22	-.31	36	.07	24	.43
Economist	1,1,2,1/100	120/195	67 76	5 8 29 14 5 7			.43	68	41	.25	24	.30	35	.42	22	.07
Engineer	1/100,2,1,1	110/170	60	11 8 20 5 6 5			.50	55	37	P1 .33 P2 .13	24	P-1.38 P-2.54	35	P-1.34 P-2.43	27	P-1.48 P-2.31
Geograph.	1,1,2,1/100	120/195	70 62						39		19		34		23	
Legal Asst.	1,1,1,1/100	90/145	60	1 1 7 5 4 7			.29	25	40	.30	20	.32	31	.20	21	-.03
Librarian	1,1,1,1/100	85/145	51	0 1 10 6 3 3			.81	23	38	.70	17	.66	30	.71	19	.47
Math.	1,2,1/100,3	145/280	71 71	4 4 13 6 3 4			.44	34	41	.07	24	.29	38	.04	26	.29
Metal.	1,2,1/100,3	145/280	50 100					2	38		24		40		31	
Patent Ex.	1/100,2,1,1	110/170	59	1 3 17 2 1 4			.46	28	40	.19	24	.53	36	.30	26	.23
Physicist	1,2,1/100,3	145/280	79 76	5 4 6 7 2 1			.38	25	42	.26	26	.30	36	.21	28	.23
Psych.	1,1,3,1/100	165/245	57	2 2 9 2 3 2			.47	20	41	.15	20	.14	35	.57	22	.03
Soc. Sc.	1,2,1,2	170/280	42	0 2 21 11 7 25			.37	66	42	.19	21	.39	34	.19	22	.30
Stat.	1,1,2,1/100	120/195	66 72	10 15 30 13 9 7			.46	84	41	.28	24	.36	35	.44	23	.18
									Sigma		Sigma		Sigma		Sigma	
Summary - Applicants - 42 Options - Mean Scores						1948	- - - - -		38	8.8	21	6.5	32	10.4	22	7.9
JPA - JAA						(1947	- - - - -		37	9.3	20	6.0	30	11.5	22	8.0)

CIVIL SERVICE DIVISION
Government Section

29 December 1948

MEMORANDUM FOR: Mr. Blaine Hoover, Chief, Civil Service Division

SUBJECT : Interpretation of Article 9, First Supplementary Provisions of NPSL

1. At a conference with the members of the National Personnel Authority and the Director General and the Chief of the Recruitment Section concerning plans for examinations for Bureau Chiefs, Dr. Asai raised a question as to whether, under the terms of Article 9 of the First Supplementary Provisions of the National Public Service Law, open competitive examinations could legally be held for these positions. I am not quite certain that I understood the legal point but I believe that it was based upon the fact that vacancies must exist before competitive examinations can be held. In the discussion it developed that the members of the Personnel Authority were fearful of the "shock" that would occur to the government service as a whole if the Authority announced open competitive examinations for all Bureau Chiefs and Section Chiefs and their Assistants.

2. I did not pursue the question as to whether the law prevented any plan for open competitive examinations. I did present tentative arguments, however, on the question of the "shock" and suggested that the application of the competitive system for the filling of all these positions should be done with the utmost tact and understanding of the need not to disrupt the morale of the service as a whole. I further pointed out that if the Authority undertook to create vacancies a few at a time by undertaking to evaluate the qualifications of incumbents that the Authority would be in a very difficult and embarrassing position in having to make invidious comparisons between the qualifications of one bureau chief and the qualifications of another bureau chief. I expressed the belief that in the long run the Authority would be in a better position to meet criticism if it required all bureau chiefs to submit their qualifications for continuing in their positions along with any outsiders who felt that they might have equal qualifications.

3. This matter was left open for further discussion with the Authority and with the understanding that your judgment would be brought to bear upon it. I believe it would be desirable at some time in the near future for you to discuss the matter with the members of the Authority.

HARRY W. MARSH,
Chief, Examination Branch.

HWM:mvb

Notification of Prime

Minister's Office. No.-------

I hereby establish the procedures of "Secrecy of Examinations", and enforce this on the date of promulgation.

Director General.

MPS 23122 HH

Rec'd. 12/23/48
Discussed by Minister

Secrecy of Examinations

1. Purpose The purpose of these procedures is to ensure that all kinds of secrets regarding examinations should be kept among those concerned with examinations, so that examinations may be held fairly.

2. Coverage These procedures shall be applied to all examinations held by the National Personnel Authority.

3. Definitions

3.1 Secrets of examinations Secrets of examinations refer to plannings, contents, and results of examinations, the announcing of which to people except those concerned with examinations is prohibited lest the fairness of examinations should be impeded.

3.2 People concerned with examinations People concerned with examinations shall be divided into (1) internal and (2) external.

(1) Internal People concerned with examinations Internal people concerned with examinations include chief of Recruitment Division, Chief of Examination Section, and employees in Examination Section whose duties are to make, print, and take custody of questions.

(2) External people concerned with examinations External people concerned with examinations include other employees in the Office of Director General and any other people concerned with secrecy of examinations on account of their official duties.

3.3 Examination Office Examination office is a room designated by Chief of Recruitment Division, where documents regarding examinations are made, printed, and taken custody of.

4. Any people who wish to take examinations held by the National Personnel Authority cannot be come those concerned with examinations.

5. Confidentiality of documents regarding examinations.

5.1 Documents regarding examinations shall be divided into "Strictly confidental", "Confidential", and general documents.

5.2 Special symbols shall be used in order to keep secrets regarding examinations. These symbols shall be decided by Chief of Recruitment Division or Chief of Examination Section.

5.3 Collections of questions, questioncards, question papers, and answers shall be always "Strictly Confidential".

6. Examination Office.

6.1 Separate rooms shall be provided as Examination Office, where people of other divisions or sections are prohibited to enter.

6.2 Doors and windows of Examination Office shall be equipped with perfect keys, and shall be firmly locked when nobody is in the room.

6.3 Examination Section shall have a reception room in one corner of a room other than Examination Office or in another separate room, where visitors (including employees in other bureaus or sections of General Director's Office - This applies also hereafter) shall be received in this room.

6.4 Persons, who enter Examination Office for sweeping or some other reason, shall perform their jobs in the presence of employees of the section.

6.5 An usher shall be placed at the entrance of Examination Office, where Visiter's List (Appendix a) shall be provided. An usher shall obey the following rules.

(1) He cannot let people enter the room except those authorized by Chief of Examination and those concerned with examinations. When entering, the former shall make an entry into Visitors' List.

(2) Even though visitors are his superiors, acquaintances, or friends, rules to be obeyed by an usher are quite the same as (1)./He shall be kind, bright, and moderate, and try to convey visitors' intention as quickly possible.

7. Rules to be obeyed by people concerned with examinations

7.1 Director of Recruitment Division, Chief of Examination Section and other staff supervising people concerned with examinations shall always rouse attentions of people concerned with examinations to keep secrets regarding examination.

7.2 People concerned with examinations cannot give any information regarding examinations except to people concerned with examinations, unless it is authorized by Chief of Recruitment Division.

7.3 One cannot carry documents concerning with examinations outside the office without permissions of Chief of Examination Section.

8. Rules to be obeyed by visitors to Examination Office

8.1 Unauthorized visitors shall not enter Office or Reception Room.

8.2 Visitors shall tell their presence or call persons wanted through an usher.

8.3 People authorized to enter Office shall make necessary entries into Visitors' List.

9. Printing of Confidential Documents

9.1 Printing within office When such documents are printed within Office, people designated by Chief of Examination Section perform the duties at a determined place in Examination Office.

9.2 Printing outside Office When such documents are printed outside Office, it shall be investigated in advance whether or not secrets can be kept, and people performing printing jobs shall be advised to obey instructions shown in Item 7.

10. Handling of Confidential Documents.

10.1 People responsible for confidential documents Chief of Examination Section shall designate people responsible for confidential documents, who:

(1) take custody of collections of questions, question cards, question papers, answers, ledgers of confidential documents, and records of lending documents; and

(2) are responsible for taking custody of such confidential documents except when they are being sent by parcels or when some authorized persons are borrowing them.

10.2 As general rules of handling such confidential documents, the following rules shall be followed.

(1) "Strictly confidential" or "Confidential" documents shall be handled only by people concerned with examinations. Special attention shall be paid in handling "Strictly Confidential" documents.

(2) "Strictly Confidential" and "Confidential" documents shall be put in placed equipped with keys, when people concerned with examinations go out, leave for home, or start on official trips.

10.3 Custody

10.3.1 Equipments for Custody In Examination Section, Safe Room shall be put; and in Examination Office, cupboards with keys, document boxes, and steel cabinets shall be equipped.

10.3.2 Such documents shall be taken custody of in the following ways:

(1) Confidential documents regarding examinations shall be put in places previously determined except when they are in use.

(2) "Strictly Confidential" and "Confidential" documents shall always be copied on "Ledgers of Confidential Documents" (Appendix 2) and shall be under supervision of people responsible for custody of documents.

(3) People not concerned with examinations shall be authorized by Chief of Examination, when they want to borrow confidental documents; and shall put in necessary matters on records of lending documents ----------(Appendix 3. As for question cards, Appendix 4)

10.3.3 Reviewing of Custody Status Chief of Recruitment Division or Chief of Examination Section shall review status of custedy from time to time or with pre-determined interval.

10.4 Sending Confidential documents are sent either by entrusting or by carrying. Which of the two ways to adopt is decided by Chief of Recruitment Division or Chief of Examination Section according to degrees of confidentiality.

(1) Entrusting.

a. Confidential documents are packed by those designated by Chief of Examination.

b. Those in charge of packing shall put invoices as well as inventories into boxes water-proof and equipped with keys or something like those.

c. The date of sending shall be determined by Chief of Recruitment or Chief of Examination Section.

d. Afcording to degree of confidentiality, every measure for preventing accidents shall be taken in advance.

e. Those designated by Chief of Recruitment Section to receive such documents shall have close contact with people of stations or transportation bussiness concerned, receive packages immediately after their arrival, examine their contents in the presence of those concerned, and report whether or not there is anything unusual.

(2) Carrying

a. Carriers of confidential documents shall be designated by Chief of Recruitment in each paticular case.

b. If any accident happens while carrying, carries shall report to Chief of Recruitment Division or Chief of Examination Section and take proper measures.

c. Arriving at the destination, carriers shall examine contents in the presence of those concerned and report to Chief of Recruitment Division or Chief of Examination Section whether or not anything unusual is found.

11. Disposal of Confidential Documents

11.1 Confidential documents are disposed by people responsible for custody of confidential documents under direction of Chief of Examination Section.

11.2 Together with disposal people responsible for custody of confidential documents shall cancel corresponding part of the leadger, and ensure whether they made entries into columns of disposal.

11.3 Ways of disposal are as follows: -

(1) In disposing confidential documents, number or amount of them shall be checked, and after that they shall be put into trash boxes equipped with keys.

(2) In disposing confidential documents, they shall be burnt or dissolved at designated places in the presence of people responsible for confidential documents.

(3) Confidential documents shall be burnt or dissolved by perfect methods lest any of them should be known to others.

11.4 The same rules shall apply also to proofs, missed printings, stencil papers, and other things through which confidentiality of documents may possibly be impeded.

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

21 December 1945

MEMORANDUM FOR: Mr. Miyake, Chief, Classification Section, NPA

SUBJECT : List of NPA Employees To Be Examined on 21 December 1945

In addition to the group leaders of the recent advanced position classification course, the following personnel of the National Personnel Authority are requested to report for a special examination to be administered at 1300, 21 December 1945.

Name	Class	Name	Class
Y. Ito	R 1	T. Tarama	B 9
H. Tokumitsu	R 9	S. Uezaki	R 2
T. Iwasaka	R 1	K. Kudo	R 5
M. Sugai	B 8	M. Ishikawa	R
S. Kimura	R 5	T. Matsumoto	B 11
R. Kondo	R 6	H. Kameyama	B 5
T. Takahashi	R 8	S. Sone	B 8
S. Uji	R 3	F. Oya	R 2
H. Sugano	R 3	T. Yokoyama	R 12
S. Onishi	R 3	M. Yazaki	R 12
M. Koyanagi	B 6	M. Kuteka	R 5
H. Ise	R 2	T. Hirota	R 11
M. Kawasaki	B 5	Y. Onouchi	B
K. Nakazawa	R 8	T. Nakamura	B 10
S. Okuno	R 2	M. Kazama	R 10
H. Hashimoto	B 11	N. Nakura	B 9
K. Kawakita	R 4	T. Maeda	R 1
T. Kodaira	B 6	O. Isemura	B 2
Y. Sakano	R 6	T. Endo	R 3
T. Kanimatsu	B 9	U. Suzuki	B 7
K. Minatogawa	R 11	K. Ichimura	R 2
H. Chama	R 3	Ogura	B 2
H. Endo	B 3	M. Goba	B 6
H. Chigusa	B 9	A. Numakura	B 10
K. Matsumoto	R 13	Shima	B 3
Y. Okubo	B 4	H. Kishino	B 5
T. Adachi	R 1	K. Kunaseko	R 12
H. Saizyo	R 7	T. Sakoguchi	B 6
Z. Miura	R 13	T. Tanaka	B
T. Negishi	B	T. Yoneyama	R
T. Suzuki	R		

MacDONALD SALTER
Chief, Classification Compensation Branch

CIVIL SERVICE DIVISION
Government Section

1 December 1948

MEMORANDUM FOR: Mr. Harry Marsh, Chief, Examination Branch

SUBJECT : Administrative Readjustment

1. With the passage of the revised National Public Service Law and the prospective passage of a New Pay Law, the time is ripe to take some action that will lead to a reduction in the number of government employees. Every post-war cabinet has faced this problem and each successively has failed to cope with it. Positive action is essential. Accordingly, the following plan is proposed.

2. All new employment should be prohibited and no vacancies should be filled in any government agency, unless an exception is granted by the Administrative Management Agency, as in the case of new agencies or agencies with expanding functions. A list of excepted agencies and the extent of the exception should be prepared by the Administrative Management Agency, which should be based on overall policy considerations. No cases of individual positions should be considered by this Agency.

3. In case a vacancy occurs in a key position in a non-excepted agency or outside the scope of the exception in an excepted agency, the NPA should be authorized to grant permission to fill the position by new employment, provided it finds that the position cannot be appropriately filled by transfer or reassignment.

4. Emergency employment not to exceed 30 days and not renewable should be permitted, provided that immediate report should be made to the NPA, which may order termination of such employment at any time.

5. The plan outlined should be authorized and directed by Cabinet Order, concurrently with the passage of new pay legislation.

6. The Administrative Management Agency and the NPA should immediately undertake personnel utilization, work measurement, work simplification, and other appropriate studies to determine where reductions in force can be made without detriment to efficient administration.

7. This office should assist and guide both the Administrative Management Agency and the NPA in the execution of the plan.

MS:jd

MAYNARD SHIRVEN
Examination Specialist

CIVIL SERVICE DIVISION
Government Section

17 November 1948

MEMORANDUM FOR: The Record

SUBJECT : Review of Intercepts Made by CCD, G-2, Re Comments on Civil Service Examinations

One hundred and sixty eight information slips containing reactions to civil service examinations have been studied by CCD and classified as follows:

1.	Disapproval	40
2.	Approval	39
3.	Mixed reactions	22
4.	Disapproval (with clear qualifications)	7
5.	Approval (with clear qualifications)	12
6.	No valid or discernible reaction	48
	Total	168

I briefly reviewed the above information slips as well as some additional ones not yet classified by CCD. This information represents a small sampling of opinion inasmuch as approximately 6,000 persons participated in the two examinations. The information sheets also included comments about local examinations and special examinations, e.g., teachers, accountants. Though small, the sample does give one some definite impressions on reactions to the examinations. They are:

Favorable: Several persons expressed favorable reactions to tests stressing general mental ability instead of law in favor of Tokyo Imperial University graduates. A number commented on the new civil service system affording more opportunity for appointment and promotion on basis of abilities. A few seemed to feel the new civil service system would automatically better their low salaries. One candidate (from Finance Ministry) referred to help given him by his department head and others for helping him obtain reference material to study for the examination. He continued, "Others went so far as to venture into Secretary's room to spy out the examination questions though in vain." Another one dealt with opportunities now afforded women to compete for appointment with men on basis of their abilities. This comment said, "So many young females are studying hard now."

Disapproval: A number of these discussed the fact that all future promotions would be based on examination and if not promoted after three years of service, employees would be dismissed. Others really were commenting on revision of Public Accountant Law which would require accountants to stand examination, and not the TNPC examination. Another person felt the old system of examinations was superior since the new type examination was incomplete. One person reported Coal District Bureau employees were against the civil service law applying to general offices.

Mixed or No Valid Reactions: Several persons reported being "puzzled" by the new type of examination. One individual described the examination as one not requiring a wealth of knowledge or information - that the questions appeared very easy at first glance but that they were rational and difficult and conformed to the American method. Another reported that questions were prepared by U.S. Army. The same person also stated many persons felt like applying because "there is no need to study for it."

As stated above, the number of information sheets is not large enough on which to base any definite recommendations. However, I have the overall impression from reviewing this material that some of the reactions stem from the fact that the people as a whole have not yet received enough general public information to give them a clear understanding of the new civil service system. For example, the comments about promotions. Educational publicity will answer some questions revealed by the comments, as will future examinations to be held for specific occupational groups. The comments in general seem to be natural ones which come from groups facing a new and yet unfamiliar system.

G Pierson

GRACE M. PIERSON
Examination Specialist

GMP:rp

~~Nov 27-48~~
~~Mr. Commissioner (Mr. Hoover) approved~~
~~Dec 48~~

CIVIL SERVICE DIVISION
Government Section

15 November 1948

MEMORANDUM FOR: Mr. Blaine Hoover, Chief, Civil Service Division.

SUBJECT : Examination for Entrance to the Japanese Service.

1. Although an account of the development of plans for an examination for entrance to the Japanese service is contained in the weekly statements submitted to Mr. MacCoy, I wish to advise you that these plans have now matured to the point where an announcement of the examination is ready. The purpose of this announcement is to forestall, in the colleges and universities throughout the country, the committment of persons who will graduate the first of March to positions without any consideration to the possibilities of the government service. The examination is for the purpose of providing a list of junior administrative assistants who will be eligible to enter the Japanese service at grade 5, 6 or 7 and who will be available for appointment to the low administrative posts including professional positions in law, economics, various branches of engineering and chemistry, architecture, forestry and agriculture etc.

2. Two examinations are planned--one to be held January 16 for purely administrative positions; another one on February 18 for professional positions. I wish to have your approval before. the advertisements of this examination go out.

3. This plan will in no way interfere with plans which are now being rapidly developed for examinations for Bureau Chiefs throughout the government.

HARRY W. MARSH,
Chief, Examination Branch.

HWM:mvb

17 Nov. - Discussed today with Mr. MacCoy and Mr. Marsh; requested Mr. Marsh to discuss further with National Personnel Authority and then to talk it over with us again.

B.H.

file

CIVIL SERVICE DIVISION
Government Section

7 October 1948

MEMORANDUM FOR: Mr. Thomas Eliot, Personnel Specialist

SUBJECT : Record of Matters Dealt with by Examination Branch

Examination Program

1. On Monday, 4 October, the Recruitment Staff of NPA was instructed to make preparation for accumulation of test material for examinations for higher level positions in the Japanese Government. In-as-much as all such positions involve administrative management function, it was suggested that there be consentration on the discovery of test material in Japanese bearing upon this subject. The staff was instructed to locate all source material in libraries or any other places where this subject has been discussed. This lead to consideration of the possible differences of concept between Japanese thinking on the subject and the thinking in the U. S. It seemed apparent that if modern methods of administrative management were to be applied to the Japanese Government Agencies steps should be taken to instruct the persons who are to have responsibility for administrative management in all phases of administrative management generally and successfully used in the states. A discussion of this matter was had with the members of the National Personnel Authority and it was agreed that both Mr. Ueno and Mr. Yamashita would speak to the entire group of the staff in the recruitment section. In the meantime the staff is compiling a list of all the literature and other source material on the subject in Japanese.

Shokutaku

2. In following up with the NPA regarding pressure which is to be placed upon all ministries to reduce the number of Shokutaku, it was discovered by later reports that the total number still remaining is larger than had been first reported. In other words, in addition to the approximately 12,000 which had been reported there appear to be between 6 and 7,000 part-time workers in various capacities. The largest number of these are physicians who are employed in the Ministry of Education and in the Ministry of Health and Welfare to examine students and teaching staffs in schools throughout the country. Further study of these employments will be made and if the facts justify, they will be taken off of the Shokutaku list and made regular employees of the government. It

was discovered also that there is employed in the Ministry of Commerce & Industry approximately 1500 so-called cargo inspectors. These are persons who are employed by Commerce & Industry in the fulfillment of their obligation to control the distribution of the rationed commodities to the population of the nation. They inspect the loading and unloading of freight-cars and trucks and are involved in the issuance of certificates for the shipment of these commodities to various points of distribution. They are paid only a nominal fee of 500 yen a month and work about half time and remain while working upon the payroll of the express companies whose employees they are. This subject is being taken up with the appropriate SCAP agencies with a view either to eliminating them or making their employments regular as long as they are needed. Another small group of Shokutaku performing similar duties were found in the special procurement board where they are performing similar duties for the shipment of goods for the occupation forces. It was said that these inspectors also received only a nominal fee such as 3 or 400 yen a month and were employees of the contractors who were furnishing the goods and materials. Steps are being taken through representatives of the Eighth Army either to drop these employees from the special procurement board or to replace them with regular employees who will be under no obligation whatsoever to contractors.

HARRY W. MARSH
Chief, Examination Branch

HM:mvb

CIVIL SERVICE DIVISION
Government Section

7 October 1948

MEMORANDUM FOR: The Record

SUBJECT : Conference - Ministry of Commerce & Industry and Special Procurement Board

Conference with representatives of Personnel Sections of the Ministry of Commerce and Industry and Special Procurement Board of the Prime Minister's Office was held on this date. Mr. Miyazaki of NPA Recruitment was also present.

Mr. Oka, Secretariat Section, Ministry of Comm. & Industry
Mr. Takahashi, Personnel Section, Special Procurement Board, P.M.'s Office.

1. Discussed the work of cargo inspectors attached to Ministry of Commerce and Industry. There are 2500 authorized in the budget but only about 2000 employed now. (1327 figure reported to NPA was before reports were received from Hokkaido and Kyushu) These inspectors certify that shipments of materials can be shipped. The materials are coal and coke; oil; petroleum; lumber; fertilizer; charcoal; firewood; maritime foodstuffs; vegetables; pickled foodstuffs; etc. The greater portion of the articles are rationed goods. The Ministry of Commerce and Industry is charged with the distribution of these materials throughout Japan. The private enterprises pay for the transportation. The government controls shipments and only those certified by the inspectors can go officially.

10/12 some retired national projects

Cargo inspectors are employed as temporary personnel because of shortage of regular personnel and office space. They are paid ¥400 per month by the government and receive their base pay from the companies they represent. It is described as routine mechanical work. The inspectors have all the necessary papers on the allocation of materials and they see that it is shipped to authorized destination. They work about one-half time. When asked if there were any other agencies like Economic Stabilization Board or Price Control watching the shipment of these commodities, the Commerce and Industry representatives said Agriculture and Forestry people did. They reported that ESB supervised the work of both

ministries. They reported that local MIS people were present when loading is done. When questioned on the duplication of work by inspectors, and the necessity for these employees, MC&I representatives stated they are necessary because of the rationing system and because of a shortage of personnel.

In reply to a question of the possibility of employing one half as many inspectors full time, if MC&I budget would permit, they said it would be impractical since it would require establishing offices and the government salary is so low that it would be difficult to get persons to do the job. Discussed the control and discipline of employees when they are really employees of the express companies. These employees, it was reported, are subject to government regulations as are any other employees. Discipline consists of depriving them of their pay, and they could also lose their position in the express company. The express companies are about one-half government owned and one-half privately owned. It was agreed that these temporary employees would be continued this month pending further investigation.

2. Discussed work of 108 cargo inspectors who are temporary employees of the Special Procurement Board of the Prime Minister's office. These men inspect materials being shipped for occupation use only. Do almost same kind of work done by inspectors employed by the Ministry of Commerce and Industry. They use staff of transportation agencies as government officials to do this work. Transportation agencies also do other kinds of business, e.g., manufacture some goods, but they have a transportation department dealing only with that part of the business, thus an inspector might be inspecting goods manufactured by his company. A 2.5% commission is paid to the transportation agency company of the contracted amount. Employees receive base pay from their company and ¥300 per month from government. They work full-time. The 2.5% is only paid manufacturer when goods have to be transported. This Japanese agency works with 8th Army direct. (Lt. Col. Fregosi). It was agreed these employees could be continued this month pending further investigation.

GRACE PIERSON
Examination Specialist

GP:vr

CIVIL SERVICE DIVISION
Government Section

30 September 1948

MEMORANDUM FOR: Mr. Thomas Eliot, Personnel Specialist

SUBJECT : Record of Matters Dealt with by Examination Branch

1. In a conference on Tuesday, 28 September 1948, with State Minister Funada, attended by Capt. Diamantes, Mr. MacCoy and ONOGI, Katsuhiko, the subject of appointment of a new Deputy Director of the Administrative Management Agency was discussed at length. Mr. Onogi, who is at present Chief of the General Affairs Bureau of Tokyo-to government, was questioned concerning his experience in Tokyo-to government and his qualifications for this appointment. As a result of this conference it was determined that the NPA be informed that if Mr. Funada wished to submit the nomination of Mr. Onogi for appointment to position of Deputy Chief, the Government Section would have no objection to the NPA confirming the appointment. It was determined also that the NPA should be informed that they should inquire on their own behalf into Mr. Onogi's qualifications and determine for themselves whether he is the best person available for the job. This is particularly important to the NPA because of the rather close relationship which will exist between the Administrative Management Agency and the NPA. The NPA has been informed of the conclusions reached by Messrs. MacCoy and Marsh. These conclusions were concurred in by Capt. Diamantes.

2. A memorandum was presented to Mr. MacCoy informing him of a plan worked out in the Examinations Branch and the Recruitment Section of the NPA for the future handling of Shokutaku. The results of the effort during the month of September show a reduction in the number of Shokutaku from approximately 45,000 persons to 12,000 persons. It seems apparent that there are still further reductions to be made and the Personnel Authority in its plan for future treatment will continue to exert pressure on all ministries to get rid of all Shokutaku who are not absolutely necessary. The plan provides that by March 1, 1949, or earlier if possible, rules of the NPA will provide for all appointments of Shokutaku who may appear to be necessarily continued. The plan also provides that in any case where it seems necessary to continue a Shokutaku appointment of a person who has any source of income outside of the government service, the case will be acted on on its merits by the members of the NPA. Monthly reports concerning Shokutaku will continue to be made by the NPA.

3. On Monday, September 27, a conference was held concerning planning of an examination program. Attending this conference were the staff of the Examination Branch, some members of the staff of the Classification Branch, and their counterparts in the staff of the NPA. It was determined that use should be made of the results of the pilot study made by the Classification Branch in connection with the compensation plan, and a further conference was arranged to be held on October 1, at which consideration would be given to

statements of duties and responsibilities made in connection with [redacted] eight positions of bureau chiefs in various ministries. It was the conclusion of the conference that steps should be taken as soon as possible to have the classification staff go into all ministries and accumulate statements of duties and responsibilities concerning all bureau chiefs and section chiefs in order that definite plans can go forward at the earliest possible moment for an examination schedule for all such positions.

4. It was discovered that from time to time memoranda are written by SCAP sections to Japanese agencies which authorize certain employment in the Japanese government. This matter came to light in connection with the request coming to NPA for the employment of a former officer of the Japanese Navy as a chief of a section in the Welfare Ministry having to do with repatriation of prisoners of war. It connection with this appointment it was discovered that a memorandum had been written from the Government Section to the Ministry of Welfare authorizing this employment. It is obviously important that information concerning any such authorizations by SCAP sections having authority to issue such memoranda, should be channeled, or at least a copy sent to the Civil Service Division of Government Section. It is further important that such information on the Japanese side be transmitted promptly to the NPA. This matter was called to the attention of Capt. Diamantes, who has informed us that he has instructed LSO (Japanese Liaison Office) to forward to NPA copies of all instructions which they have received pertaining to personnel of the Demobilization Bureau of the Welfare Ministry and also in the future to submit to NPA copies of all official instructions pertaining to personnel received from GHQ.

HARRY W. MARSH
Chief, Examination Branch

HM:jd

Hum copy for you.

CIVIL SERVICE DIVISION
Government Section

9 September 1948

MEMORANDUM FOR: Mr. Blaine Hoover, Chief, Civil Service Division.

SUBJECT : Staffing of National Personnel Authority and the Third Training Institute.

1. The staffing pattern for NPA as established prior to the submission of the 1948-1949 budget provided for 986 employees exclusive of the Commissioners. It was planned to train 220 technicians beginning August 1 and 75 technicians beginning December 1. Because the number of persons available from the first training class was short of the number anticipated, the second training institute took in 250 persons. A further analysis of the staffing pattern and current vacancies indicates that there will be positions for 100 additional trainees beginning November 1 or December 1, whichever is decided upon as the beginning date for the third training class.

2. A summary of the present staff is as follows:

Technicians (including those in training)	473
Clerks - - - - - - - - - - - -	147
Total	620
Clerks to be recruited - - - - - - -	265
Technicians to be recruited - - - - -	101
Total	986

(986 total made up of Technicians 574 and clerks 412)

3. The proportion of clerks to technicians is, I believe, lower than that which is normally found in the States but I do not believe that it should be established any lower unless the development of procedures indicates that the ministries will perform a great deal of the clerical work which is normally performed by the central agency. I do not anticipate that this will be the case. In addition, there is practically no mechanization of clerical operations in Japan and we should expect a higher proportion of clerical workers to perform a given task than we find in the States.

2689 64

4. The National Personnel Authority is currently searching for a location for the third training institute. It is believed that the auditorium which was used for the first institute is available.

5. The NPA advises that there are sufficient eligibles from the last technicians examination to meet the needs for this fiscal year. Another clerical examination is required, they state, in order to complete the clerical recruitment.

JAMES R. BELL,
Chief, Organization Branch.

JRB:mvb

CIVIL SERVICE DIVISION
Government Section

2 August 1948

MEMORANDUM FOR: Mr. James Bell, Chief, Organization Branch,
Civil Service Division.

SUBJECT : Examination Safeguards.

At the earliest convenient moment will you please instruct the Temporary National Personnel Commission on the following matters:

1. The importance of preserving absolute secrecy of examination contents.

2. The necessity of immediately setting up physical and staff safeguards to avoid any danger of improper access to examination materials and information.

BLAIN HOOVER
Chief, Civil Service Division, Govt Sec.

BH:mvb

Done 8/5
and reported on
date to prepare plan

File Exam III -4

CIVIL SERVICE DIVISION
Government Section

15 July 1948

MEMORANDUM FOR: Mr. Blaine Hoover, Chief, Civil Service Division

SUBJECT : Suggested Activities

1. In response to your request for suggestions of activities, I urge the earliest possible consideration of an active and thorough public relations program. I urge this on the basis of my own personal experience on my trip to Kyushu and also on the basis of such discussions as I have had while making arrangements for the examinations with the officers of Military Government, 8th Army. I have obtained the very strong impression that the Japanese people in all of the Prefectures are eager for information and responsive to the idea that through our examinations they are going to have, for the first time, a real opportunity to have a part in their own government. Well directed propaganda throughout the country should have the result of reacting upon the members of the Diet and making them conscious of the fact that the principle of merit system as imbedded in the Public Service Law is fundamental and essential to the Democratic process of government. I believe it is possible to use many instances of action by the Personnel Commission, such as the holding of an examination or the conduct of a training class, as a vehicle for such propaganda. However, the propaganda should be made the subject of a very careful study, which I understand C I & E are now prepared to make.

2. Of course, if pending decisions are made by SCAP so that some publicity can appropriately be given, then the launching of a nation-wide propaganda campaign would come quite naturally.

3. May I also urge that at the earliest practical time information be given to appropriate agencies state-side like the Civil Service Assembly and the National Civil Service League as to progress made in the Japanese program. Generally speaking I think that you have much to be proud of in ~~your~~ accomplishments you have made up to date and I feel a bit resentful of your hiding your light under a bushel.

/Harry

HARRY W. MARSH
Chief, Examination Branch.

HWM:mvb

O file Exam Records
(This is another copy

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

7 July 1948

MEMORANDUM FOR: Mr. Blaine Hoover, Chief, Civil Service Division

SUBJECT : Results of the Written Examination of June 27 for Personnel Technician Trainee and Personnel Clerk

1. Examination was held in accordance with the announcement in the following seven cities: Tokyo, Osaka, Hiroshima, Fukuoka, Sapporo, Takamatsu and Sendai. The following tabulation contains the statistical information concerning the examination:

Examination for Personnel Technician

Exam. Place	Applicants	Present at Exam.	Absentees	Late Arrivals	Female Candidates
Tokyo	1820	1365	455	108	21
Osaka	1069	804	265	76	8
Hiroshima	439	324	115	9	6
Fukuoka	619	430	189	30	11
Takamatsu	403	308	95	9	2
Sendai	309	223	86	27	9
Sapporo	177	129	48	18	5
Total	4836	3583	1253	277	62

The passing mark in this examination was fixed at 66% which is one sigma above the mean score of all the candidates and which provides a list of 665 persons. The scoring of the examination for clerks is not complete at this time. The following figures are given for that examination:

Examination for Clerks

Exam Place	Applicants	Present at Exam.	Females Applied	Females Examined
Tokyo	~~1235~~ 1236	811	100	~~74~~ 77
Osaka	623	385	38	~~26~~ 27
Hiroshima	355	243	22	~~16~~ 13
Fukuoka	464	307	27	~~13~~ 16
Takamatsu	403	~~286~~ 296	28	27 27
Sendai	382	258	35	~~18~~ 24
Sapporo	93	68	4	~~4~~ 3
Total	~~3655~~ 3556	~~2358~~ 2368	254	~~178~~ 187

Copied for history
April '51

2. The examinations in the above-mentioned cities were supervised by the following assignments of the staff in the Civil Service Division, Government Section. Both examinations were actually held by the staff of the Japanese National Personnel Commission. The men in charge of the examination for the Commission at each of the cities were as indicated below:

City	CSD staff	Japanese
Tokyo	Joseph Speicher	Kenjiro Miyaji
Osaka	Maynard Shirven Grace Pierson	Takao Kasuya
Hiroshima	Foster Roser James Vaughn	Seiichi Kunii
Fukuoka	H. W. Marsh	Yoichi Ueno
Takamatsu	T. K. Tindale	Taro Miyake
Sendai	Jesse Bettis	Sigeru Fujita
Sapporo	Thomas Eliot	Takashige Nagano

3. The preparation for the examinations in each of the cities had been so well planned and so carefully prepared for that both examinations went off precisely on schedule. Arrangements were made for the issuance of a command letter to the Commanding Officer of Military Government, 8th Army, so that in every case we had the utmost cooperation from the local Military Government Teams and also from the local Prefectural Government officers. In arranging for publicity and advertising of these examinations we also had the full cooperation of the Civil Information and Education Section of SCAP whose plan for publicity was carried out effectively. The Japanese persons designated in each of the cities as representatives of the National Personnel Commission for the purposes of this examination proved to be extremely helpful. They were persons of some local prominence and they each gave of their time and energy to advertise the examination not only in their own cities but in the surrounding areas. Each one of them attended the examination when it was held and each one of them has made a report to the National Personnel Commission. Copies of these reports are attached hereto.

4. In none of the cities was there any report of any untoward incident or any deviation from the scheduled arrangements for the examination. There was a report of illness which occurred to a candidate at the examination in Fukuoka and the illness of one of the examiners attending the examination in Sapporo. In both instances the situation was taken care of promptly and properly by those in charge.

5. It is specially desirable that expressions of appreciation be made of the cordial cooperation of each of the Military Government Teams and of the Prefectural Government officers in all of the cities.

H. W. MARSH
Chief, Examination Branch

HWM:vo

Impressions of Delegates in Each City

Tokyo (Mr. Sato Tomowo)

It was cloudy and sultry, not good condition for examination, but became fine in the afternoon. Examination proceeded smoothly without any incident. Absentee was 26% of the total number of applicants for "A" examination and 35% for "B" examination. It is gratifying that everything went on satisfactorily as we had expected, and there was no trouble of any sort, thanks to the thorough preparations made beforehand. A point, however, to which we must call attention is that some doctors or nurses should be provided in such examinations in the future as many examinees have to take examination under rather excitable conditions.

Hiroshima (Mr. Ito Yutaka)

It is a matter for rejoicing that, betraying previous expectations, great many applicants assembled for examination in spite of bad weather. As this examination had been well prepared and conducted, I am sure it will produce many successful candidates with excellent results.

Fukuoka (Mr. Wachi Takashi)

The number of examinees was unexpectedly large, and this is considered to be due to the fact that the qualifications of examiness and the requirements of test had been previously notified and made familier by examination announcements. Unexpectedly, the number of female candidates was small. We had many absentees, a notable tendency never seen before. Generally speaking, the examination was held smoothly, fairly, and successfully.

Osaka (Mr. Kitamura Morimitsu)

Thanks to the thorough explanations and instructions on the conduct of examination given by personnel of the T.N.P.C. coupled with the fact that highly intelligent staff of the OSAKA PREFECTURAL GMT, specially those of its Personnel Section, were mobilized for the purpose, we were able to hold this examination and finish it smoothly, although we had only three or four hours to make all necessary preparations. This is gratifying indeed. All examinees kept silence all the time and seemed to work hard in the examination, this being probably due to the fact that they were good and promising candidates. I sincerely thank the staff of Osaka prefectural GMT who have been given great assistance continuously from the time of recruitment to the end of examination.

Takamatsu (Mr. Tanaka Takashi)

Under the examination system higherto in vogue in Japan, each applicant is evaluated solely by the extent of "how correctly and how much does he remember", whereas this examination, I presume, is one which covers the whole field of individual intelligence and ability as the test subject, and is also very scientific, being based upon experimental psychology. Apart from the accepted fact that public personnel should have the ability to perform their duties justly and efficiently, those who are engaged in public service should be not only kind servants for the citizens, but their good advisers also, and should do their utmost to assure the people of a happy and comfortable living under the democratic government. A democracy worthy of its name cannot be realized without the aid of such advisers.

From this point of view, the present examination, I assert, is a great success, with due regard to the recruitment method publicity, and territorial division, and it will be possible to select those really qualified for public service among great many applicants that were assembled for the examination.

Sendai (Mr. Shioya Matsukichi)

As the recruitment method was well planned and effective, the applicants amounted to a large number. I think the examination itself was unique and scientific, and was taken seriously by all those present.

The result of the examination will doubtless be fair, as the direction and overight of the examiners was very strictly enforced.

Sapporo (Mr. Nishino Mutsuo)

I regret that the absentee amounted to a considerable number affected by the special circumstances of Hokkaido, despite fine weather on the day of examinatiin. The examination was conducted smoothly and perfectly by means of careful explanations and directions given by the examiners despatched from T.N.P.C., coupled with thorough preparations made before the examination.

COPY

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS

APO 500
1 May 1948

AG 230-14 (1 May 48) GS

SUBJECT: Arrangements for examinations for positions in Japanese National Personnel Commission.

TO : Commanding General, Eighth Army, APO 343

1. Two competitive examinations, open to all the citizens of Japan, will be held 27 June 1948, in six different localities for the purpose of selecting 350 new employees who will join the staff of the National Personnel Commission on 1 August. One examination will be for the purpose of selecting persons to be trained as expert technicians in government personnel work and the other will be for the purpose of selecting clerical workers. The two examinations will be so scheduled that applicants, if they so desire, may take both. The examinations will be held in each of the following cities:

Tokyo
Osaka
Kure
Fukuoka
Sendai
Takamatsu
Sapporo

2. Experience with a previous examination, held on 15 January 1948 revealed the fact that the Military Government Teams throughout Japan were important in respect to the recruitment of candidates among Japanese citizens. A formal announcement of these examinations will be distributed as soon as necessary arrangements are completed.

3. It is requested that the Military Government Officer, Eighth Army, and Military Government Teams assist the representatives of the Government Section, GHQ, SCAP, in supervising arrangements in each of the cities where the examinations are to be held, particularly with respect to the following matters:

a. A suitable representative (Japanese national) of the National Personnel Commission should be designated in each of the cities. Such person must be in thorough sympathy with the purposes of the new public service law, must be familiar with conditions in his own city, must bear a good reputation and above all must be honest and trustworthy.

b. A school or other building with a hall or rooms equipped with desks and benches or chairs where candidates may be assembled for the examination must be found and reserved for use on 27 June. It is desirable that such school or building be located as soon as possible so that applicants may be informed as to where to report for the examination.

c. Local advertising of the examinations should be encouraged, not only in the cities where the examinations are to be held, but also in surrounding cities and prefectures. Such advertising should be in the public press, on the radio, and posted on bulletin boards.

BY COMMAND OF GENERAL MacARTHUR

Mailed 1400 May 1, '48 -AG-GHQ

CIVIL SERVICE DIVISION
Government Section

July 1, 1948

MEMORANDUM FOR: Mr. Harry W. Marsh

SUBJECT : Report on Examinations, Sendai.

1. On arrival in Sendai at 0600, 26 June I was met at the train by Lieutenant Flood from the Military Government office, who completed arrangements for my billeting and meals.

2. I called on Major Behrenberg, Chief of Government Division and Lt. Col. Boling, Commanding Officer of Military Government Team, and advised them of the purpose of my visit. Colonel Boling and Major Behrenberg assured me of their willingness to cooperate and provided me with transportation.

3. I met with the Chief Examiner, Mr. Fujita and his assistants in the office of Mr. Shionoya, Director General of the Miyogi Prefecture at 1000 hours and we went to the school building where the examinations were to be held. I found that all necessary details had been attended to. There were a few minor suggestions that I made, which were promptly carried out.

4. The examiners and monitors were well briefed in procedures and the examinations were conducted according to schedule.

5. There were 309 applications approved for Examination "A" with 223 reporting and taking the examination.

6. For Examination "B", there were 380 applications approved with 256 reporting.

7. I would like to extend to The Military Government Team my thanks and appreciation for accommodations provided. Mr. Fujita and Mr. Shionoya are to be commended for the excellent facilities and organization in conducting the examinations.

J. B. BETTIS

Exam VI-4

CIVIL SERVICE DIVISION
Government Section

28 June 1948

MEMORANDUM FOR: Civil Service Division Branch Chiefs

SUBJECT : Request for Official Travel Orders

Official travel for the month of July has been approved, and it would be appreciated if specific requests were submitted to the Administrative Assistant at least five working days in advance of desired departure date. This allows sufficient time for orders to be cut and amendments made if necessary.

HM

HMrmvb HELEN MACHIN

file Memos

White, Leonard D. Introduction to the Study of Public Administration. Macmillan Co., 60 Fifth Avenue, New York. 1939 $4.00 611 pp.

Mosher, William E. and Kingsley, J. Donald. Public Personnel Administration. Harper and Bros. 49 E. 33rd St., New York Rev. Edition. 1941 $5.00 671 pp.

Dashiell, John Frederick. Fundamentals of General Psychology. Haughton Mifflin Company. Boston, Mass. 1937

Report of the Committee on Recruiting Applicants for the Public Service. Recruiting Applicants for the Public Service. Civil Service Assembly. 1313 East 60th Street, Chicago, Illinois. $3.00 200 pp.

Construction and Analysis of Achievement Tests
Adkins, Dorothy C. United States Civil Service Commission, Washington, D.C., 1947. 292 pp. (For sale by Superintendent of Documents, U.S. Government Printing Office, Washington 25, D.C. $1.25)

Board of Examinations Technical Staff, The University of Chicago. Manual of Examination Methods. Second Edition. University of Chicago Bookstore, Chicago, Illinois. 1937 177 pp. $2.00

Bingham, W.V. Aptitudes and Aptitude Testing. Harper and Brothers New York. 1937 390 pp. $3.00

Peters and Van Voorhis. Statistical Procedures and their Mathematical Basis. McGraw-Hill Book Co., Inc., New York 1940

Smith, G. Milton. A Simplified Guide to Statistics for Psychology and Education. Rinehart and Company, Inc., New York 1946. 109 pp.

Roethlisberger, F. F. Management and Morale Harvard University Press, Cambridge, Mass. 1941

List of suggested books for translation into Japanese.
To: H Machin
From: H.W. Mach
5/24/48

8 8

Exam
VI-4

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

0900, Saturday, 22 May 1948

MEMORANDUM FOR: Elaine Hoover

FROM: Harry W. Marsh and MacDonald Salter

SUBJECT: Government Officials in Proposed Japanese Science Council

Mr. Porter of Government Section called from Kochi Friday, May 21, 1730, to tell Mr. Hoover that Brigadier General O'Brien of ESS called him to say that a bill would be introduced in the Diet next week which would create a Science Council as a private agency. However, the bill provides that the Council would be composed of government officials (at least, in part), and that it would be staffed with government employees who would be on the government payroll. Porter questioned in his own mind the propriety of government officials being on the Council. He wished Mr. Hoover to know of the matter because General O'Brien will call Mr. Hoover seeking his approval of the bill. Mr. Porter said that if the plan was all right with Mr. Hoover, it would be all right with Mr. Porter.

Saturday, May 22, 0930, Mr. Salter received a telephone call from Brigadier General O'Brien seeking advice on the matter of handling personnel for the proposed Japanese Science Council. The bill concerning this Council goes before the Cabinet this morning. He was advised that Mr. Hoover could not be reached, and that under such circumstances, he should use his judgment in this matter, and that the Council would be discussed with Mr. Hoover Monday.

It is desired to give the employees and staff of the Council the benefits of public employees and, furthermore, to have the numbers and salaries for such personnel provided by government order. This is an hedge against inflation. If a single grant-in-aid were given to the Council and inflation occurred, there might not be sufficient funds to cover the salaries of the staff. Using the above proposed methods, employees would be reasonable assured of getting a living wage, at least comparable to that of government employees.

Exam D-4

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

Confidential

19 May 1948

MEMORANDUM FOR: Mr. W. Pierce MacCoy, Chief, General Personnel Administration Branch
Mr. James R. Bell, Chief, Organization Branch
Mr. Robert S. Hare, Chief, Classification and Compensation Branch
✓ Mr. Harry W. Marsh, Chief, Examination Branch
Mr. Thomas K. Tindale, Chief, Training Branch
Mr. MacDonald Salter, Compensation Specialist
Miss Helen R. Machin, Administrative Assistant

SUBJECT : Schedule of Operations

1. The Civil Service Division Schedule of Operations, January 1 to June 30, 1948, is hereby revised by substitution of projects listed and assigned in Memorandum "A" attached. Due to the increased number of projects they will hereafter be designated by number rather than letter.

2. Branch Chiefs will be currently responsible for effecting maximum progress on projects assigned.

3. As soon as basic factors of operation permit, a Schedule of Operations by dates will be provided for projects listed Memorandum "A".

4. Effective May 20, 1948, staff is temporarily assigned according to Memorandum "B" attached.

Blaine Hoover

BLAINE HOOVER, CHIEF
CIVIL SERVICE DIVISION

BH:jb
Attachments: (2)
Memo. "A"
Memo. "B"

MEMORANDUM A
ASSIGNMENT OF PROJECTS

I. General Personnel Administration Branch

Project No. 3. Revise National Public Service Law.
Project No. 11. Draft program to promote prestige National Personnel Comm.
Project No. 21. Study and advise on appointment permanent members NPC.
Project No. 27. Draft civil service law - prefectures and municipalities.
Project No. 28. Plan necessary revision of labor laws.
Project No. 29. Develop CSD position on constitutional provision relative to collective bargaining.
Project No. 30. Conduct review of all proposed legislation, Cabinet orders, and other documented actions for reconciliation with CSD policy.
Project No. 31. Operate Watch Tower.
Project No. 32. Plan and conduct publicity campaign on civil service.

II. Organization Branch

Project No. 2. Clarify organizational structure upper levels Japanese Civil Service.
Project No. 7. Organize functions of National Personnel Commission.
Project No. 12. Organize offices of National Personnel Commission.
Project No. 17. Set up rules of National Personnel Commission.
Project No. 22. Organize staff National Personnel Commission.
Project No. 25. Organize staff functions and offices Ministry Personnel Offices.
Project No. 26. Construct schedule of operations permanent NPC period beginning 7/1/48.
Project No. 34. Develop organization procedures and forms NPC including field offices and operating personnel offices in government.
Project No. 35. Plan and initiate activities National Personnel Council.
Project No. 36. Arrange facilities for training staff NPC.

III. Classification and Compensation Branch

Project No. 8. Identify "critical" positions Japanese Civil Service (for examination).
Project No. 13. Initiate general classification study Japanese Civil Service.
Project No. 18. Initiate general compensation studies Japanese Civil Service.
Project No. 33. Develop and maintain up-to-date file labor agreements.

IV. Examination Branch

Project No. 1. Select staff for National Personnel Commission.
Project No. 9. Assemble material examinations critical administrative positions.

MEMORANDUM A

IV. Examination Branch (Continued)

Project No. 14. Select Ministry personnel officers for special instruction.
Project No. 19. Select personnel key positions NPC
Project No. 23. Initiate development of examinations "critical" positions Japanese Civil Service

V. Training Branch

Project No. 4. Plan training of staff National Personnel Commission
Project No. 15. Train staff National Personnel Commission
Project No. 20. Give special instruction personnel officers - Ministries
Project No. 37. Advise NPC on setting up and implementing Training Program service at large.

MEMORANDUM B
ASSIGNMENT OF PERSONNEL

General Personnel Administration Branch

Mr. W. Pierce MacCoy
Mr. Thomas L. Eliot
Mr. Gordon W. Peterson

Organization Branch

Mr. James R. Bell

Classification and Compensation Branch

Mr. Robert S. Hare
Mr. MacDonald Salter
Mr. Jesse B. Bettis
Mrs. Nora M. Borthick
Mr. Walter P. Domanowski
Mr. James B. Vaughn
Mr. Kuraichi Hayashi
Mr. Ichiro Yeno

Examination Branch

Mr. Harry W. Marsh
Miss Grace M. Pierson
Mr. Foster B. Roser
Mr. Maynard N. Shirven
Mr. Joseph L. Speicher

Training Branch

Mr. Thomas K. Tindale

Administration Branch

Miss Helen M. Machin
Miss June Baker
Mrs. Melva Van Borkum
Miss Rosemary Darilek
Miss Mary A. Fujita
Miss Margaret McMahon
Mr. Yonco Marumi
Miss Ella V. Osburn
Miss Kathryn Phillips
Miss Ruth Pieer
Miss Veranice Reilly
Miss Elizabeth Robbins
Mr. Yosh Shigemura
Mr. Gilbert T. Suzuki

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

Routed RSH 6 May 1948

4 May 1948

MEMORANDUM:

TO : Mr. Blaine Hoover, Chief, Civil Service Division

FROM : Mr. W. Pierce MacCoy WPM

SUBJECT : Meeting Held in Courts & Laws Division with Representatives of Attorney General's Office and Supreme Court on Higher Civil Service Examination for Legal and Judicial Group.

At Mr. McCormick's request I attended a meeting of representatives of the Attorney General's office and of the Supreme Court on the proposed bill covering the higher civil service examinations for admittance to the bar, appointment as procurators and appointment as judges. Mr. Sato, Legislative Assistant to the Attorney General, was the key man in the conference for the Japanese. I voiced two objections to the bill as proposed:

1. The use of the term "higher civil service examination" and,

2. The bill was not definative to the point where it specified that this particular examination was to be held only for the legal and judicial groups.

In substantiating my first objection I pointed out that the National Public Service Law becomes effective 1 July 1948, and the National Personnel Commission comes into being as of the same date and therefore would govern all examinations with the exception of judges and admittance to the bar. Under the circumstances I felt they had no right to use the term "higher civil service examination" in any new bills, since this would only result in confusion in the inauguration of the National Personnel Commission's program.

Mr. Sato very blandly called my attention to the last paragraph of Article No. 29 of the National Public Service Law which reads:

"The plan,(position classification) as provided in the preceding three paragraphs, shall be submitted to the Diet for approval before the enforcement of this law."

(parts in parenthesis and underlining added by writer)

Since Mr. Sato is speaking for the Attorney General it can logically

be assumed that the Japanese have already considered the matter and are ready to issue a legal opinion to the effect that the entire National Public Service Law cannot go into effect or become operative until the position classification study has been made, the plan submitted and approved by the Diet. Mr. Sato made the point that in view of the fact that he had discussed the matter with members of the Temporary National Personnel Commission and they had stated that it would be impossible for them to submit a classification plan to the Diet and secure its approval prior to 1 July, that therefore the National Public Service Law, in the opinion of the Attorney General's office, would not take effect on 1 July, 1948. In view of this reasoning he felt that it was necessary to perpetuate the higher civil service examinations to permit them to select qualified individuals by examination for appointment as procurators as well as judges and admittance to the bar of law graduates.

Also, he pointed out that the Commission would not be in a position to give examinations by 1 July even if they were legally in operation and it was necessary that these examinations be given immediately to enable the Japanese Government to select additional procurators as well as judges.

I avoided any committment or argument relative to Article 29 but rather stressed the point that they would be mich wiser to re-phrase their proposed law and establish a legal and judicial examination which would fit within the frame work of the National Public Service Law, in view of its Article 2, Item 17, which places judges and judicial research officials in the special service. You will recall, however, that procurators were not identified in the special service and therefore would be in the regular service.

The general discussion ~~was~~ brought out ~~that~~ the fact that in spite of Cabinet Order No. 57 which theoretically abolished the Higher Civil Service Examinations and the Ordinary Civil Service Examinations, that a portion of this body still exists and operates. This portion is known to the Japanese as the First Section and is the board of the old Higher Civil Service Examiners who pass on the promotion qualifications of individuals within the government. The Japanese were very evidentally surprised when I pointed out that all promotions, as well as original appointments, would fall under the supervision of the National Personnel Commission once it went into operation. They seemed to have no idea other than that the so-called First Section would continue to handle these promotional matters and indicated that their understanding of the National Public Service Law was only that it was to set up a classification system, a wage system based on that classification system, and examination system for initial appointment.

I should like to suggest that the members of the TNPC be called in for a meeting with you on the afternoon of 5 May and this entire matter discussed with them and that they be instructed specifically as to the method of handling this situation with the representatives of the Attorney General's office.

WPM:mvb

file - corres Memo

GOVERNMENT SECTION
CIVIL SERVICE DIVISION

27 April 1948

MEMORANDUM:

TO: Mr. Blaine Hoover, Chief, Civil Service Division

FROM: Mr. Harry W. Marsh, Chief, Examination Branch

SUBJECT: Specimens of Standard Tests

1. In reviewing the Civil Service Assembly Personnel Administration Reports No. 481 entitled "A Selected List of Standard Tests," it has occurred to us that specimen sets of a number of these tests would serve as valuable aids to us in developing future examination material here.

2. On the attached sheet we have listed the title and price of those tests which we would like to order for this purpose. Also, shown on the list is the total cost of the material. A brief description of the tests may be found in the attached Public Administration Report No. 481.

3. Will you please let us know whether it is possible for us to purchase this material and if so, whether this request meets with your approval.

GOVERNMENT SECTION
CIVIL SERVICE DIVISION

8 April 1948

MEMORANDUM:

TO: Mr. Blaine Hoover, Chief, Civil Service Division

FROM: Mr. Harry W. Marsh, Chief, Examination Branch

SUBJECT: Examination for Trainees

1. In the test material for the examination for present class of trainees, we have prepared five reading comprehension questions based upon the statement you made in the training course last month. These questions are as much for the purpose of reiterating what you said to the trainees as they are to test their intelligence and understanding of the subject matter. We have put them in this negative form so as to avoid the danger which you have pointed out that a multiple-choice question with five alternatives makes suggestions which are 80% wrong.

2. Will you be so good as to indicate whether you wish to have these questions used or if you would like to have them changed in any way.

3. Would you like to see the entire battery of test questions for this final examination?

HWM - 1. I think questions 1, 2 and 4, as revised, will serve of purpose.
2. I would like to see the entire battery of Test questions

BH
4/8/48

See Questions 1, 2, 3 Trainee final examination 5/1/48

Exam VI-4

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

26 March 1948

MEMORANDUM:

TO: Files

FROM: Mr. McDonald Salter

SUBJECT: Staffing TNPC

In anticipation of staff needs for the National Personnel Authority, two additional blocks of staff have been anticipated; the transfer of a group of government employees to TNPC on or about June 1; the recruiting by open competitive examination of a group of trainees numbering approximately 350.

These two blocks were discussed thoroughly with Mr. Tindale, Mr. Marsh, Mr. Hoover and Mr. Salter and the following conclusions were reached:

1. No additional staff would be added by transfer of National Government incumbents.

2. No additions to the staff would be made without prior approval of Mr. Hoover.

3. The need for supervisory staff will be met by careful selection of the best available talent out of the current trainee group. Such selection is to be undertaken by Mr. Marsh and Mr. Tindale with the idea that these people will be placed on a "temporary supervisory" basis within TNPC.

4. The staff of the Civil Service Division would be utilized to the maximum in advising these temporary supervisors in their duties.

5. An open competitive examination recruiting program would be immediately undertaken by Mr. Marsh for the selection of a new group of trainees to be available approximately July 1.

MS:mvb

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

26 March 1948

MEMORANDUM

TO: Mr. Blaine Hoover

FROM: Mr. Harry W. Marsh

SUBJECT: Staff Additions for NPC

In response to your memorandum 24 March concerning staff additions for NPC and memorandum of Mr. Salter, I understand that the number of additional staff needed is approximately 350 persons; of these, some fifty to seventy-five per cent will be technicians and the balance clerical staff. I suggest, therefore, that recruitment and examination be based upon these two categories of employees. This calls for two different examinations which, however, may be held at approximately the same time. The examinations might be held a day apart in case any persons wish to compete in both of them. Examinations can be made ready so that they can be held approximately the 15th of May. This will give time to make arrangements for the examinations to be held in two or three different locations and for a better recruiting campaign than for the first examination. The selections of the personnel for the next training class which, I understand, is to start July 1, may be made any time after June 1.

The examination for the technicians will be of approximately the same level as that held on January 15. The examination for the clerical positions will be based upon the experience in the United States for a similar classification. It is desirable that these dates be settled so that plans may proceed for the examination without delay.

HM:mta

GOVERNMENT SECTION
CIVIL SERVICE DIVISION

MEMORANDUM 24 March 1948

TO: Mr. Harry W. Marsh, Chief, Examination Branch
Civil Service Division

FROM: Mr. Blaine Hoover, Chief
Civil Service Division BH

SUBJECT: Staff Additions for NPC

I direct your attention to the attached memorandum from Mr. MacDonald Salter.

Please give this matter prompt consideration -- consulting with Mr. Salter as necessary -- and let me have your recommendations thereon at the earliest possible date.

BH/hm
Attachment

C O P Y

GOVERNMENT SECTION
CIVIL SERVICE DIVISION

24 March 1948

MEMORANDUM:

TO: Mr. Blaine Hoover

FROM: Mr. McDonald Salter

SUBJECT: Staff Additions for NPC

1. The staff of TNPC does not appear to be sufficient to meet the anticipated work load involved in the installation of public service system, its maintenance and operations.

2. I have discussed this matter with TNPC and it is their thinking that a new examination for the purpose of obtaining a new group of trainees be conducted as soon as possible. The Commission would like to see this examination conducted in other places than Tokyo in order to assure adequate geographical participation. Should examinations be conducted at more than one point, it would probably be necessary to announce the examination well in advance of the actual date in order to provide time for notification and the arrangements of facilities.

3. Your immediate consideration of this problem is urged.

MS:mvb

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

23 March 1948

MEMORANDUM:

TO: Mr. Blaine Hoover

FROM: Mr. Harry Marsh

SUBJECT: Test of Trainees and Preference and Experience Inventory

In preparation for the conclusion of the lecture course, the Examining Branch is preparing an over-all short-answer test which will be composed of approximately 125 items. The subject matter for these items would be approximately one-third on classification, one-third on examinations and test construction, and one-third on miscellaneous items, with a predominance given to the subject of employee training. The staff of the Examination Branch will confer with each of the other branch chiefs with regard to test items.

As soon as this test is given, it is suggested that a questionnaire for a preference and experience inventory of all of the trainees be distributed. Attached is a draft of such a questionnaire with subjects which have been compiled by consultation with all of the branch chiefs. If you approve of the use of such a questionnaire, I hope you will edit this draft and add or subtract subjects as you may see fit.

HM:mta

QUESTIONNAIRE FOR PREFERENCE AND EXPERIENCE INVENTORY

There is presented below a list of suggestions which are intended to indicate interest in various subjects involved in the function of a public personnel agency. Read them carefully and check in the appropriate column your own reaction as to your interest in each one of them.

In case your interest in a subject is in a high degree, you may make two check marks under the column "Like". If your interest in any subject supersedes all others, you may select one (and only one subject) for three check marks.

The indication of your interest on this list does not necessarily mean that you will be assigned to the particular kind of work you have indicated, although insofar as practicable, assignments will be made to the work preferred.

Sign your name at the end after you have finished.

Like	?	Dislike		Have done it
( )	( )	( )	Running a personnel office	( )
( )	( )	( )	Making studies of organization and procedure	( )
( )	( )	( )	Preparing estimates and controlling expenditures	( )
( )	( )	( )	Auditing accounts	( )
( )	( )	( )	Supervising the maintenance of a building	( )
( )	( )	( )	Editing correspondence	( )
( )	( )	( )	Operating a large filing system	( )
( )	( )	( )	Maintaining a stockroom and inventories	( )
( )	( )	( )	Conducting investigations by personal interviews of witnesses	( )
( )	( )	( )	Inspecting and analyzing working conditions that might effect the health of employees	( )
( )	( )	( )	Discussing with employees personal problems for the purpose of eliminating situations contributing to the inefficiency of the worker	( )
( )	( )	( )	Inspecting working conditions to determine that adequate safety precautions have been installed or practices followed	( )
( )	( )	( )	Analyzing the work performance of individual employees	( )

Like	?	Dislike		Have done it
( )	( )	( )	Conducting or participating in hearings in labor relations cases	( )
( )	( )	( )	Making salary and wage studies	( )
( )	( )	( )	Supervising a large clerical force	( )
( )	( )	( )	Preparing material for distribution to newspapers, radio and magazines	( )
( )	( )	( )	Planning and directing training courses for government employees	( )
( )	( )	( )	Teaching in training courses	( )
( )	( )	( )	Writing position allocation reports and recommending appropriate allocations	( )
( )	( )	( )	Planning and directing position classification surveys	( )
( )	( )	( )	Preparing organizational and functional work flow charts	( )
( )	( )	( )	Interviewing employees to determine duties and responsibilities and writing descriptions of positions	( )
( )	( )	( )	Investigatives; analyzing and evaluating positions for classification purposes	( )
( )	( )	( )	Maintaining records of classification transactions	( )
( )	( )	( )	Developing rules and regulations for the installation and continued operation of the position classification plan	( )
( )	( )	( )	Developing rules and regulations for the installation and continued operation of the compensation plan	( )
( )	( )	( )	Making studies and recommendations on such matters as hours of work, holiday, night, and overtime pay	( )
( )	( )	( )	Making studies and recommendations relating to the evaluation of prequisites and "allowances in kind"	( )

Like	?	Dislike		Have done it
( )	( )	( )	Participating in surveys of pay rates and practices in private industry to be used in establishing a pay plan.	( )
( )	( )	( )	Writing class specifications	( )
( )	( )	( )	Investigating the correctness of statements made by candidates as to their experience and education	( )
( )	( )	( )	Investigating the character of candidates as to their reputation, criminal records, etc.	( )
( )	( )	( )	Interviewing employees so as to determine whether they are properly placed and to discover their aptitudes, ambitions, etc.	( )
( )	( )	( )	Making plans for and maintaining a system of service records which will show the relative efficiency of all employees in relation to their respective jobs	( )
( )	( )	( )	Compilation and publication of reports and statistics on various phases of personnel administration	( )
( )	( )	( )	Interviewing candidates for their personality traits	( )
( )	( )	( )	Interviewing candidates in order to evaluate their education and training	( )
( )	( )	( )	Making the physical arrangements for administering an examination	( )
( )	( )	( )	Constructing short-answer test items	( )
( )	( )	( )	Using statistics to analyze the results of a written test	( )
( )	( )	( )	Arrange forthe custody and security of registers of eligibles	( )
( )	( )	( )	Instructing supervisors how to give on-the-job training to employees	( )
( )	( )	( )	Writing an examination announcement	( )
( )	( )	( )	Preparing subject matter for presentation in a training program	( )

Name _____

Government Section
Civil Service Division

27 February 1948

MEMORANDUM:

TO : Mr. Blaine Hoover

FROM : Harry Marsh

SUBJECT : Suggested Amendments to Public Service Law

In accordance with your suggestion, I am presenting herewith my suggestion that it is desirable to include among the provisions of the National Public Service Law a specific provision that no person may be barred as an applicant, an examinee or appointee or discriminated against in any way on account of his political opinions or beliefs. Although, I believe it is clearly within the spirit of the law not to bar any person from an examination or from appointment on account of his political views, nowhere in the law is it so stated. It is conceivable that as time goes on and political conditions develop, a National Personnel Commission might be so foolish as to attempt to eliminate applicants who were known to be members of a political party in opposition to some of the policies of the administration that happened to be in power. It may, therefore, be desirable to have such provisions in the law at the outset.

There are two methods by which the law might be amended so as to meet this point.

1. Article 27 now provides for equal treatment for all the people and says they shall not be discriminated against by reason of race, religious faith, sex, social status or family origin. It would be comparatively simple merely to add to the end of this sentence in Article 27, the language: "or political opinions or beliefs except as provided in Item 5 of Article 38." (Item 5 of Article 38 provides that a person who belongs to a political party or association which advocates the overthrow of the Government by force shall not be eligible for appointment in the service.)

2. The other method of amending the law would be to amend Article 41. This article now prohibits any examiner or other persons in the service from obstructing any person in his right to examination or appointment for the purpose of discriminating against the rights or prospects of any person. It does not define what his rights or prospects are. The simplest amendment would be to insert after the word "appointment" in line 4 of the law as printed in the Official Gazette, the following language: "equitable treatment or equal access to authorized benefits and privileges while in the service and upon his separation from the service on account of his political opinions and beliefs, or any other unauthorized reason, except as provided in Article 38."

I believe there is nothing inconsistent in both of the above suggested amendments and it may well be that both of them should be offered.

File
2/19/48
Memo

GOVERNMENT SECTION
CIVIL SERVICE DIVISION

MEMORANDUM FOR FILE 19 February 1948

SUBJECT: Cabinet Order Regarding Higher Civil Service Examinations

Attached is a copy of the proposed Cabinet order concering the suspension of the examination for the administrative branch of the Higher Civil Service Examination and the Junior Civil Service Examination, which was presented to the Civil Service Division for approval by Mr. Okabe of the Temporary National Personnel Commission on 18 February 1948. This was reviewed by Messers Hoover and MacCoy and approved for issuance. Mr. Okabe was so notified on 18 February.

WBM

Cabinet Order concerning Suspension of Examination of Administrative Branch of Higher Civil Service Examination, etc..

Art. 1. Examination of Administration Branch of Higher Civil Service Examination shall not be held in the year of 1948 and the years following.

Art. 2. Junior Civil Service Examination Ordinance shall be abrogated.

Supplementary Provision

This cabinet order shall come into force as from the day of its promulgation.

approved by Gen. Hoover
WFB
2/18/48

Mr MacCoy
Please arrange
and return
[illegible]
2/18/48

GOVERNMENT SECTION
CIVIL SERVICE DIVISION

MEMORANDUM

17 February 1948

TO: Mr. Blaine Hoover

FROM: Mr. Harry W. Marsh

SUBJECT: Examinations

The Examination Branch from this time on will have to spend most of the time in actual test construction work. Our experience in the examination that was held on 15 January proved that the subjects for test items for the Japanese civil service are substantially the same as the subjects for test items for the civil service in the United States. In order to complete the examination processes for the key positions and the higher supervisory positions in the Japanese service within the time limits which seem to be necessary, we shall, in all probability have to use a large number of short-answer written tests. As you are aware, short-answer tests, in order to be made reliable, must contain an unusually large number of items.

While the staff can and will work on test items made out of local subject matter, it is extremely important that the staff also have available just as many good examples of test items which have been proven reliable and valid by experience at home. I therefore suggest that we try to procure from certain government personnel agencies at home, as large as possible a battery of test items. We know of the existence of such batteries of test items in at least six of the more important jurisdictions in the United States. These are the U. S. Civil Service Commission; State of New York and City of New York Civil Service Commission; State of Michigan and City of Detroit Civil Service Commission; State of California and City and County of Los Angeles Civil Service Commission.

It is my suggestion that if feasible, an effort be made to have micro-films made of some, if not all of the test items in these personnel agencies. It would no doubt be impracticable to attempt to have all of the batteries of test items in existence in these agencies micro-filmed, although there must be as many as 500,000 such items available; however among them will be some duplications and some of them probably would be inappropriate in any case.

With the cooperation of the agencies concerned, however, I believe it would be possible for us to arrange for the micro-filming of test items in the various agencies in substantially the following numbers:

U. S. Civil Service Commission	20,000
New York State C.S.C.	5,000
New York City C.S.C.	10,000
Michigan State C.S.C.	10,000
Detroit Civil Service Commission	25,000
California State C.S.C.	5,000
Los Angeles City C.S.C.	10,000
Los Angeles County C.S.C.	5,000

From my experience with micro-filming and my knowledge of the space taken per test item, I believe that an average of three items may be taken on a film. I am informed that on 16 m.m. film the number of test items enumerated above would take approximately 2,000 feet.

will verify

Before we undertake negotiations with the personnel agencies concerned as to the selection of items which would be appropriate for our use, it is of course, desirable to know whether the War Department would be in a position to provide for the micro-filming in the locations where these records now exist.

file: Examinations

Memo for file:

1- Discussed with Dr. Asai and refused to approve.

2- Pointed out that the N.P.C. should have no connection with the "Higher Civil Service Exams" especially after 7/1/48

WAR
12/29/47

Noted by Howe
File

Salient Points of Revision of Higher Civil Service Examination Ordinance

1. With regard to the eligibility for examination, a school career shall not be necessary as a prerequisite for competing in an examination. The system of holding a preliminary examination shall be abolished.

2. The result of an examination shall be published in the precise order of examination scores obtained by chandidates.

3. The head of an examining body shall be the Chairman of the Temporary National Personnel Commission.

4. With the present reform the examination for the judicial branch shall be simultaneously separated and its disposition shall be separately considered.

5. In the present reform examinations for technical officials shall not be taken into consideration.

6. Each examination shall be so conducted that the number of passes generally equals that of persons to be appointed.

Exam to be held in July 1948

Submitted by Mr Asai 11/13/47
WPB

Mr Marsh

"Govt News" wants a short item on the exams CSD is preparing for the Japanese. I should hit be over 200 words. Will you please rough draft the item by Wed. 12/31 and get it in my hands. Thanks

WPBr

12/29 (0930)

Memo file

Government Section

26 December 1947

SUBJECT: Examination for Positions in the Japanese National Personnel Commission

TO: Military Government Officer, HQ Eighth Army

1. The following is provided for your information. An examination will be held in Tokyo by the newly-created Japanese National Personnel Commission on January 15 for the purpose of selecting approximately 250 employees for the staff of the Commission. The examination will be given in the Chiyoda Building Auditorium in Kyobashi, Tokyo. Application to take the examination should be made to the National Personnel Commission, Chiyoda-Ku, Nagata-Cho, 2 Chome 8. This examination is open to graduates and under-graduates of any of the state or private universities and also the junior colleges throughout the country. All Military Government teams are urged to facilitate in any possible way the dissemination of information concerning this examination to any Japanese who might be interested within their respective jurisdictions. The positions to be filled in the National Personnel Commission range from technical positions in the fields of position classification, examination, and training to the usual run of clerical and administrative positions. Those who are successful in this examination will be placed in a training school for a period of 100 days in which they will be given intensive courses of instruction in the duties of the positions they will be expected to fill. The training school will be conducted by members of the staff of the Civil Service Division, Govt. Sect., GHQ, SCAP.

2. Any Japanese who is interested may obtain further information concerning this examination and the training courses by communicating with the Japanese National Personnel Commission, Chiyoda-Ku, Nagata-Cho, 2 Chome 8.

FOR CHIEF OF GOVERNMENT SECTION:

CARL DARNELL
Lt. Col. FA
Exec. O.

17 December 1947

MEMORANDUM FOR INFORMATION

FROM: Blaine Hoover
Chief, Civil Service Division
Government Section

An examination will be held in Tokyo by the newly-created Japanese National Personnel Commission on January 15 for the purpose of selecting approximately 250 employees for the staff of the Commission. The examination will be given in the Chiyoda Bldg. Auditorium in Kyobashi - Tokyo. Application to take the examination should be made to the National Personnel Commission, Chiyoda Ku Nagata Cho, 2 Chome 8. This examination is open to graduates and under-graduates of any of the state or private universities and also the junior colleges throughout the country. All Military Government teams are urges to facilitate in any possible way the dissemination of information concerning this examination to any Japanese who might be interested within their respective jurisdictions. The positions to be filled in the National Personnel Commission range from technical positions in the fields of position classification, examination, and training to the usual run of clerical and administrative positions. Those who are successful in this examination will be placed in a training school for a period of 100 days in which they will be given intensive courses of instruction in the duties of the positions they will be expected to fill. The training school will be conducted by members of the staff of the Civil Service Division, Govt. Sect., GHQ, SCAP.

Any Japanese who is interested may obtain further information concerning this examination and the training courses by communicating with the Japanese National Personnel Commission, Chiyoda Ku, Nagata Cho, 2 Chome 8.

17 December 1947

MEMORANDUM FOR INFORMATION

FROM: Blaine Hoover
Chief, Civil Service Division
Government Section

An examination will be held in Tokyo by the newly-created Japanese National Personnel Commission on January 15 for the purpose of selecting approximately 250 employees for the staff of the Commission. The examination will be given in the Chiyoda Bldg. Auditorium in Kyobashi - Tokyo. Application to take the examination should be made to the National Personnel Commission, Chiyoda Ku Nagata Cho, 2 Chome 8. This examination is open to graduates and under-graduates of any of the state or private univeraities and also the junior colleges throughout the country. All Military Government teams are urges to facilitate in any possible way the dissemination of information concerning this examination to any Japanese who might be interested within their respective jurisdictions. The positions to be filled in the National Personnel Commission range from technical positions in the fields of position classification, examination, and training to the usual run of clerical and administrative positions. Those who are successful in this examination will be placed in a training school for a period of 100 days in which they will be given intensive courses of instruction in the duties of the positions they will be expected to fill. The training school will be conducted by members of the staff of the Civil Service Division, Govt. Sect., GHQ, SCAP.

Any Japanese who is interested may obtain further information concerning this examination and the training courses by communicating with the Japanese National Personnel Commission, Chiyoda Ku, Nagata Cho, 2 Chome 8.

December 11, 1947

Question Papers for the Higher Civil Service Examination for 1947

1. Constitution

(1) On the sovereignty of the people.

(2) On the Prime Minister.

2. Administrative Law

(1) The Future of the system of administrative litigation.

(2) The limitations of police powers.

3. Economics

(1) Discuss the relationship between price and cost of production.

(2) Discuss the relationship between controlled economy and the autonomous character of economy.

4. Civil Code

(1) Article 29, par.2 of the Constitution states that "property reghts shall be defined by law, in conformity with the public welfare", Now shall this provision be interpreted from the standpoint of the Civil Code?

(2) What rights does a person possess in regard to his or her body.

5. Science of Commerce

(1) Discuss a joint-stock comparry as a form of enterprise.

(2) The propriety or otherwise of the State conducting foreign trade.

6. Criminal Code

(1) Discuss the relationship between respect for fundamental human rights and criminal code.

(2) Discuss a libel.

7. Economic History

(1) Explain the causes and significance of economic panics in modern times, and describe their effects on various capitalistic countries.

(2) Mention the special characteristics of the feudal system of the Tokugawa regime and describe its relationship with the "family" system.

8. Economic Policy

(1) Discuss the significance of the reopening of foreign trade and the future of Japanese industry.

(2) Discuss the counter-measures against over-population.

9. Science of Finance

(1) Discuss the relationship between modern democracy and a budget system.

(2) Discuss on local distribution tax of this country.

10. Social Policy

(1) Describe various forms of unemployment and discuss pros and cons of the unemployment insurance system.

(2) Discuss on the limitations of social policy.

11. English (translation into Japanese)

(1) It seems to be widely felt. that in times like these it is ignoble to seek pleasure, or even relaxation; the conscientious citizen of the world ought to be busy every moment trying to help correct the sad state of affairs in general, and has no right to slink back to self-indulgence in his ivory tower. Nobody who has friends in Europe can very seriously dispute that, as a general proposition; when he thinks of the misfortunes that have befallen better men,

which he himself has escaped by a mere accident of geography, he cannot help feeling that he ought to be trying to do something about it--even if it appears that there is nothing in particular that he can do at the moment except to contribute to relief funds.

(2) The North had been deeply incensed by what they took to be British opinion during the struggle;, and the South which had expected more active help, was little better pleased. American feeling took a strong turn back against England, at the very moment when the general trend of development on both sides of the Atlantic was preparing the way for a better understanding between the two peoples. This alienation, due to the accidental circumstances of the Civil War, has not indeed been permanent, but it occurred at a time very detrimental to the progress of Anglo-American understanding. The great influx of Irish hostile to Great Britain, and of Europeans who were of a different tradition and culture, was beginning to take place on such a scale that the prevalently Anglo-Saxon character of the American Republic was, by the end of the century, considerably modified.

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
United States Personnel Advisory Mission to Japan

20 May 1947

MEMORANDUM

SUBJECT: Use of Scholastic Aptitude Tests, April 1947.

1. The new Scholastic Aptitude Tests, made up and distributed by the Ministry of Education, were used for the first time in April 1947 in the selection of students for Government Kotogakko (liberal arts schools) and Semmongakko (technical schools). They were not used this year for admission to the Government Universities.

2. In April 1947, admission of students to Government Kotogakko and Semmongakko was determined by the following:

a. Achievement tests made up locally.

b. School marks for previous three years.

c. A new Scholastic Aptitude Test, made up and distributed by the Ministry of Education.

In border line cases, further scholastic information was included: Student grades for all the years of grade schools, student extracurricula activities, and other records of students which excluded reference to family connections. The Kotogakko provides a three-year course while the Semmongakko requires from four to five years.

3. Admission of students to Universities in the past has been almost automatic upon successful graduation from Kotogakko and Semmongakko. In April 1947, however, University admission depended on the following:

a. An achievement test, made up this year but not necessarily a great departure from previous achievement tests.

b. Record of marks of last three years.

The University tradition has been based on careful selection of students made on entrance to lower schools referred to above, and considerable personal freedom in course of study.

Theodore K. Noss

Theodore K. Noss, Staff
United States Personnel
Advisory Mission to Japan

ACTIVITIES AND OBJECTIVES OF EXAMINATION BRANCH
(very rough draft)

I. The Personnel Advisory Mission

A) Their findings and recommendations in the field of recruitment

II. Establishment of Civil Service Division

A) Basic functions of the division

B) Organizational structure

C) Method of operation

III. Examination Branch

A) Early objectives (as set up for guidance)

1. Select staff for NPA

2. Assemble material for critical administrative positions

3. Select ministry personnel for special instruction

4. Select personnel for key NPA positions

5. Initiate development of examinations for "critical" positions in Japanese civil service

B) Staffing the NPA

1. Types of positions to be filled

a) Variety of administrative positions

b) Technical (examination, classification, etc.)

c) Study of NPA personnel needs (Dec 1947)

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2. Assembling the first examination to select NPA staff

a) content of the written test

b) problems of language and psychology

c) Mr Uyeno's role

3. Administration of the examination

a) Recruiting publicity - press, radio, MG

b) Applicants - qualifications

1) 1300 apply, 1000 appear, 902 finish

2) conditions at Nippon university

3) excellent discipline and application

4) distribution of candidates origin

-educational, geographic, etc.

4. Analysis of examination results

1) item analysis - types of changes

2) retranslation into English

-indicative of future test construction problems

3) setting the passing point - establishing register

4) make-up of successful candidates

5. First training course

1) preparation and presentation of material on recruitment

2) training class examinations

3) placement of the graduates

IV. <u>The examination field to be developed</u>

A) Further staffing of NPA

1) problem of ratio between clerical and technical personnel

a) reasons for difference in Japan - remedy

B) Entrance examinations for government service

1) scope

2) interim solution of problems due to NPA's undeveloped experience and facilities

3) examinations not controlled by NPA

a) not pegular status acquired by appointees

4) examinations delegated by NPA to special exam. agent

a) control of stnadards

b) control of register and certification

5) examinations directly held by NPA

C. Typical entrance examination pattern - preparations

1) survey of employment requirements

2) planning the tests

3) publicity and announcement

4) applications - qualifications

5) physical preparations

- selection of centers

-selection of building, etc.

-timing the examination

D. Structure of the examination

1) intelligence test
- instructions, booklet, answer sheet, etc.

2) technical, administrative or clerical test

3) oral test

4) physical test

5) investigation

E) Administration of the tests

1) role of the regional offices and cooperating agencies

2) subject matter experts

3) security provisions

4) the time limit problem

5) the physical routine of administering the test

6) scoring the answer sheets

8) Item analysis - purposes

a) misprints, ambiguity, several or no correct answers

b) rescoring papers

c) recording data on item cards for item file

d) data on difficulty

e) data on discriminating value

9) Analysis of score distribution and setting critical score

10) Weights of examination components

11) Announcement of successful candidates

12) Establishing registers

a) types of registers

b) duration

F. Personnel requisitioning

G. Certification

a) concurrent and selective certification

b) rule of three and other characteristics of the procedure

H. Placement

a) appointing officers and delegation of appointing power

b) role of regional offices

I. The probationary period

a) problem of its effective use

J. Appointment by evaluation

1) use for temporary appointments — expand

2) use when examination not feasible

3) use when register is exhausted

4) tendency to over-use evaluation

K. Promotional examinations

1. NPA experience

2. Program under new appointment system

a) tie-in with P-C system

b) question of limitation of areas

c) extent of NPA control and audit

V. Personnel actions, basis and procedures

A) Promotion, etc
Career system contrasted with old system

B) Transfer, etc ← Separations

C) Concurrent appointment

D) Article 103. 104

VI. Other personnel matters

A) Reduction-in-force

B) Shokutaku and Rinji shokuin

VII. Some basic problems of personnel selection and placement in Japan

A) Reform of the upper bureaucracy (see separate outline)

B) Popularization of merit system principles

1) In the Agencies

a) the Personnel Council

b) explanation conferences

c) publication of handbooks, etc.

d) on-the-job training

-examination planning and construction

-rating of qualifications

-job classification, etc.

2) In the government (elective members, etc)

a) reports, visits, conferences, etc.

3) Among the people

a) meetings, press releases, radio forums,posters, cinema, kamishibai,examinations.

B) Guidance of the development of local public service.

1) technical assistance

2) mutually beneficial moral support

C) Installation of position-classification

1) as a basis for examinations

2) as a basis for personnel actions such as transfer and promotion

3) the need for technical understanding and skill

4) the need for sympathetic attitude from Agency officials who administer it and the employees who are affected by it.

x) Status
Before war + since

D) Expansion of the personnel reporting system

1) basic problem of proper delegation plus training

E) Strengthening the NPA regional offices

1) also educate the Agencies to delegate proper functions to their regional offices

F) Development of close liason between NPA and Educational system

1) statistical system for forcasting type and quantity of personnel requirements for several years ahead.

2) Cooperating with education system to train,in appropriate numbers, graduates who will have training pertinent to job requirements

G) Development of a personnel research program in NPA

1) for improvement of current instruments

2) to discover new methods or improvements of basic value

3) to adapt present methods more closely to Japanese conditions and psychology

4) to transmit information and recommendations to those who will make concrete use of it

Joe:-

I do not identify the following subjects in your very good outline:

1. Control of personnel changes through establishment of minimum position qualifications — the period of review of all changes by GHQ; early controversy & solution
2. Status: abolition of official classes; effort to abolish distinction between official + employee + laborer (Better have a good separate section on status) (Coordinate with Tindall's stuff)
3. Break-up of Tokyo University monopoly

Be sure to stress that selection is now made for specific positions; effort to find man with particular qualifications rather than "a good man"

Describe new career system in contrast to old — in section on promotion system

mrs

Try to get this written in a couple weeks.