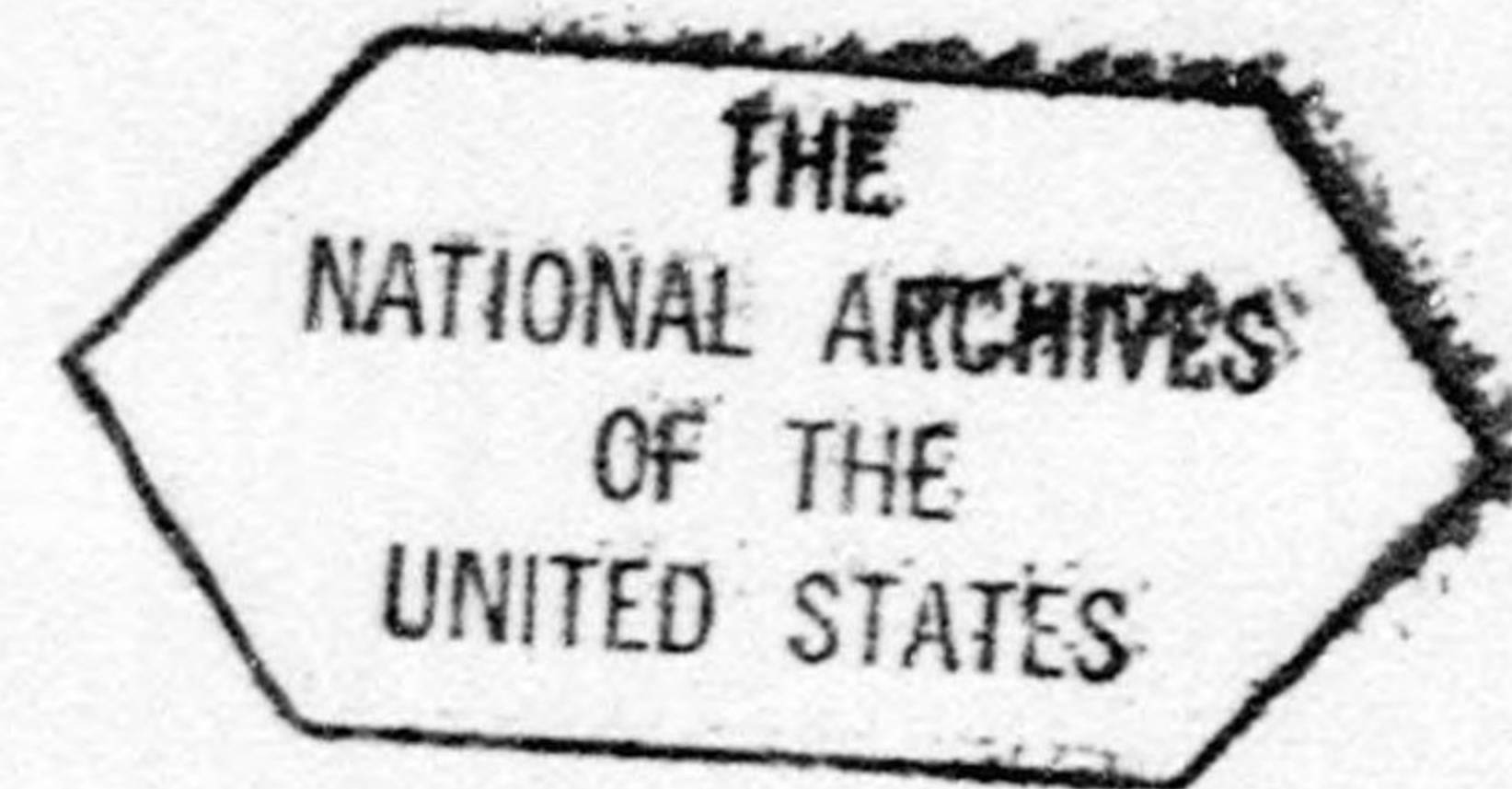


GHQ/SCAP Records(RG 331)
Description of contents



- (1) Box no. 2040
- (2) Folder title/number: (13)
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1951
- (3) Date: Jan. 1950 - May 1951

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CIVIL SERVICE DIVISION
Government Section

7 May 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Progress Report, 23 April - 6 May 1951.

Project No. 5: Equity

The status of disciplinary appeals as of the end of April is as follows:

Decisions published.....	75
Cases completed but not yet published.....	43
Cases in process.....	3
Appeals accepted but not yet processed.....	45
Appeals received but not yet accepted.....	43

The schedule for May calls for approximately nine hearings per week in Tokyo and circuit hearings of six cases in Sendai, Hakodate, Sapporo, Hiroshima and Shimonoseki. The increased rate of scheduled hearings established in February is being maintained.

The number of grievances received in the General Appeals Section has dropped since mid-April from approximately 1,000 per week to approximately 20 per week. Mr. Maruo explains that the many grievances received were the result of a concerted campaign by politicians and local government officials aiming at a revision of area allowances and that the sudden drop in the number of grievances merely indicates the end of that particular campaign.

Your statement on labor-management relations has been translated, and is now being studied at the top level in NPA together with our suggestion concerning a labor-management council.

Mr. Maruo and Mr. Yagura called Friday morning, Mr. Maruo to announce his reassignment to Chief of the Bureau of Administration, and Mr. Yagura to announce his promotion to Chief of the Bureau of Equity. They asked for your continued assistance and good will.

Project No. 6: National Personnel Council

The sub-committee studying procedures, record keeping, and reporting has completed its survey and has made recommendations to NPA regarding improvements in the forms used by the various Bureaus in their contacts with other ministries and agencies. These recommendations are now being studied in NPA.

7 May 1951

Project No. 7: Training Programs

A training course in employee evaluation was held for 128 employee evaluation technicians of the ministries and agencies from April 24 to 28 at Nikko. The trainees were generally of the assistant section chief level, showing good cooperation from the ministries. On the whole, the training was quite successful, but Mr. Ando feels as a result of discussions in the seminars, that a somewhat simpler system will have to be devised to handle the rating of "common labor" in the public service.

The latest revision of the Training Section's textbook on public personnel administration has just been released by the Government Printing Office. It was prepared with the collaboration of the Local Autonomy Agency and will be used in training of local government personnel officers. It runs to almost 500 pages of clear, readable printing and is nicely bound.

The NPA Training Section is somewhat fearful that the Labor Ministry in its control over the promotion of TWI in Japan, may interfere with NPA's legal responsibility for the overall planning, coordination and surveillance of the formulation and administration of training program for government employees. It is probable that by the time the current training program being conducted by the personnel of TWI, Inc., is finished, NPA will have in its Training Section certified institute conductors for all three TWI programs, and would therefore be competent to handle the perpetuation of the program within the government. I discussed this problem with Mr. Mc Voy of Labor Division, who assured me that the Ministry's obligation to TWI was only to preserve the quality of the training programs and that since they would have their hands full with promotion of the program in industry, they ought to be glad to have NPA take responsibility for training government employees. If the Ministry persists in an unreasonable attitude, I am to report to him.

Project No. 8: Public Information

Mr. Kanazashi and I agreed upon some final editorial changes in the English version of the NPA Annual Report before it went to the printer. I have asked for 25 copies to distribute to interested GHQ Sections, Civil Affairs Teams, and such personal distribution as this Division desires. I have also asked that they coordinate with us on distribution to avoid duplication.

One of the responsibilities of the Editorial Section is the review of all manuscripts prepared by employees of NPA for private publication. Three or four articles on various aspects of personnel administration are reviewed each week before publication in popular magazines or technical journals. Most of the Bureau Chiefs and Section Chiefs have helped publicize NPA's activities in this fashion and quite

a number have also written books. These are all reviewed in the Bureau for adherence to NPA policies. During Women's Week, NPA stressed the place of women in the public service in its public information activities. Mr. Maruo, Chief of the Bureau of Equity, appeared on a women's hour radio program with a woman official of the Welfare Ministry to discuss "Public Servants as Emancipated Women."

Recent press releases have dealt with new regulations and revision of rules relating to position classification.

Project No. 9: Efficiency

One afternoon last week I went on a tour of inspection with Dr. Oiso, Mr. Otomo, and several officials from the Finance and Construction Ministries to see some government housing. We visited three types. Wooden construction in single and duplex units, reinforced concrete large apartment buildings, and concrete block small apartment buildings. Most units consist of three small rooms with kitchen and toilet but no bath, and range in size from 11 to 15 tsubo (approximately 400 square feet to 540 square feet). Rents are uniform at the rate of ¥60 per tsubo per month and average approximately ¥780 per month. Comparable accommodations rented privately would cost ¥5,000 to ¥6,000 per month plus ¥50,000 to ¥60,000 "key money." Occupants are officials ranging from Bureau Chiefs to Assistant Section Chiefs, but the supply, even within these narrow limits, is far short of the demand. The figures concerning construction plans in my last report were incomplete. The revised figures are 1,100 units of the rental types described above, 8 official residences for officials at the highest level, and 480 houses at installations where free housing is furnished.

Project No. 10: Local Government Training

The Local Autonomy Agency has finally set dates for local personnel commission training. The Commissioners will be trained in Tokyo in the NPA auditorium from May 18-23. Most lectures will be given by Bureau Chiefs and ample opportunity will be allowed for question periods at all the lectures. There will be no seminars since it would be inconceivable for the youthful members of NPA's training staff to hold seminars for men of the maturity of the Commissioners.

Training for Chiefs of the Executive Offices and other key personnel (4 each from 51 jurisdictions) will be trained at Nikko from May 25 to June 14. This training schedule will follow NPA's usual training pattern of lectures, seminars, and a daily faculty meeting. There will be twelve seminar groups of 16 or 17 trainees each.

Mr. Shirven

-4-

7 May 1951

According to reports from NPA, LAA has shown no inclination to invite CSD participation in their training. I have asked that they be informed again that all of us here are available, ~~and the~~ NPA faculty members have expressed the desire that one or more of us attend faculty meetings whenever possible.

Project No. 11: Liaison

No new developments.

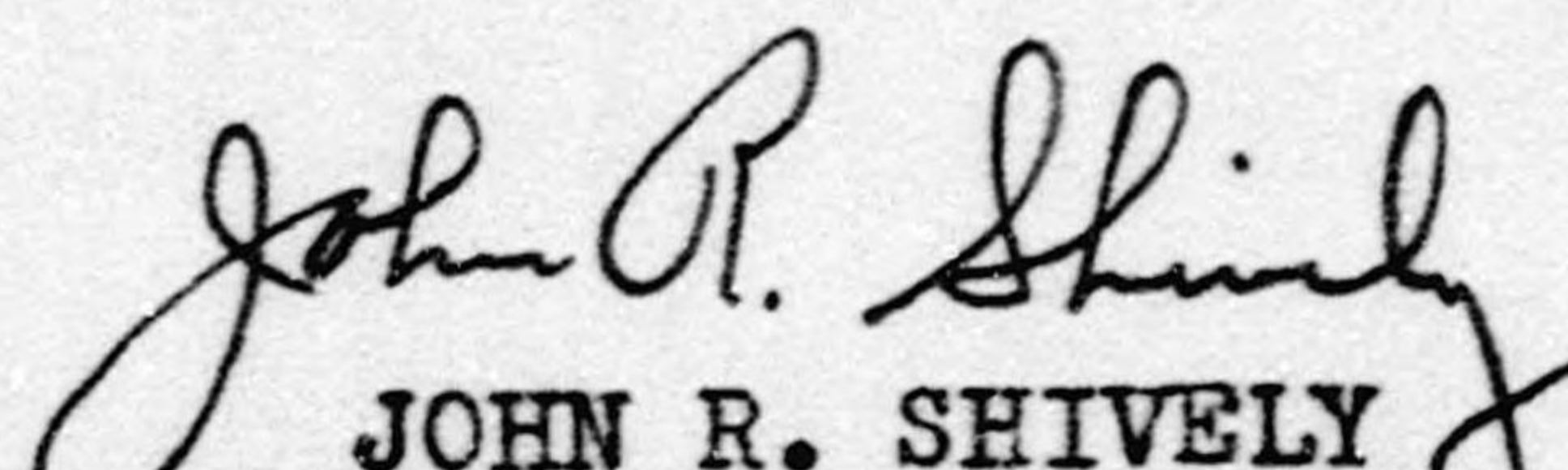
Project No. 12: Administration

Mr. Maruo, former Chief of the Bureau of Equity, has been reassigned as Chief of the Bureau of Internal Administration, replacing Mr. One who has been transferred to the Economic Stabilization Board, to become Chief of the Executive Bureau of the Natural Resources Investigation Commission.

The statistical table of full time employees as of 1 January 1951 has been published and distributed. A copy is in our file.

Compensation Matters

Details of the proposed revision of area allowances have been completed and copies of the plan and maps are in our files. Special attention has been given to areas affected by the Korean war, especially where increased allied activity has directly affected living costs. I have been assured that all changes recommended are defensible against charges of political pressure.


JOHN R. SHIVELY
Chief,
Training Branch

muf

CIVIL SERVICE DIVISION
Government Section

28 April 1951

MEMORANDUM FOR: Maynard N. Shirven, Chief, Civil Service Division

SUBJECT: Weekly Progress Report, 21-28 April 1951.

Project No. 15: Bureau of Recruitment

1. Status of current examinations:

- A) W23-25 Maritime Safety Board - Names of the final successful candidates were announced.
- B) X-26 Police-Applications were closed 20 April when a total of 10,997 had been filed (subject to some later correction).
- C) X-27 Court Secretaries - Applications are being received.
- D) X-28 Maritime Safety Board - Test items are being prepared and reviewed.

2. One appointment was made to a level I designated position last week:

<u>Position</u>	<u>Person</u>	<u>Former Position</u>
Vice-Minister of Finance Ministry	Shokichi Funayama	Director of Banking Bureau, Finance Ministry

3. Estimated vacancies for which the second Maritime Safety Board entrance examination will be given are as follows:

Grade	Occupation		Navigation	Engineering	Commun-ications	Purser's Office
Maritime Safety Officer	3rd Class Kaijo-Hoansei	I	50	45	10	-
	1st Class Kaijo-Hoanshi	II	50	40	30	-
	2nd Class Kaijo-Hoanshi	III	20	55	35	-
	3rd Class Kaijo-Hoanshi	IV	20	30	35	-

Mr. Shirven

-2-

28 April 1951

Ass't. Maritime Safety Officer	A	V	30	40	-	20
	B	VI	55	80	-	20
	C	VIII	35	135	-	30

4. Activity of the Transactions Section:

	<u>Application</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointment.....	381	89	1,097
Articles 103, 104.....	68	69	11
Part-time employment.....	420	532	33
Conditional appointment.....	3	3	0

Written certification of delegation of appointing power: 26 cases involving 485 individuals.

Project No. 14: Bureau of Personnel

1. The number of pay increases for the April period is as follows:

Director-General's Office.....	4	Bureau of Public Information.....	2
Bureau of Recruitment.....	13	Bureau of Administration.....	11
Bureau of Compensation.....	18	Bureau of Personnel.....	1
Bureau of Equity.....	5	Total.....	65
Bureau of Efficiency.....	3	Regional Offices.....	16
Bureau of Investigation.....	8	Grand Total.....	81

Project No. 15: Bureau of Investigation

1. Employment investigation section reports the completion of three projects during the week and the continuance of eight others. The completed projects relate to certain phases of the investigation and the fingerprinting of candidates of the X-24, X-27, and W23-25 examinations.

2. Registration of employee organizations

	<u>For the Week</u>	<u>Total</u>
Applications.....	5	2,376
Registered.....	5	1,317
Returned.....	1	1,027
Under consideration.....	32	

3. Violations investigation section reports the completion of 16 projects during the week and the continuance of 11 others.

Mr. Shirven

-3-

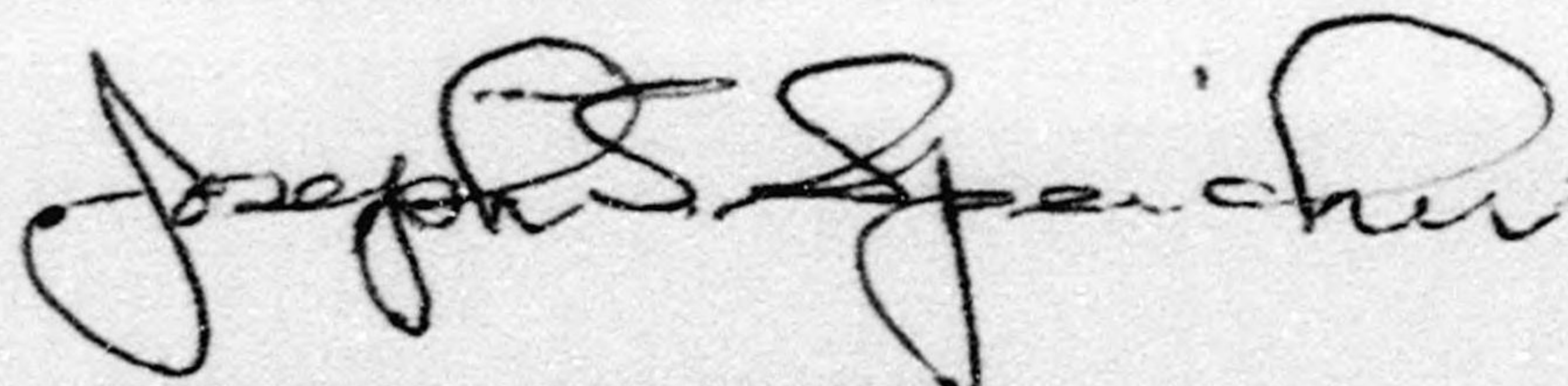
28 April 1951

Project No. X: Position Classification Division

1. The Chief of the Classification Division conducted an explanation conference on position classification at the Kobe Maritime Safety headquarters.
2. Management section has drafted an amendment to NPA Regulation 6-1 and a notification concerning the interpretation of the regulation.
3. Allocation section has prepared two training texts, "Allocation procedures" and "How to read class specifications."

Project No. 16: Current Legislation

No report this week.



JOSEPH L. SPEICHER
Chief, Examination Branch

Manf

CIVIL SERVICE DIVISION
Government Section

23 April 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division
SUBJECT : Progress Report, 9-22 April 1951.

Project No. 5: Equity

The announcement of the decision in the first Red purge case is being delayed by the Commissioners for reasons of timing. All work has been completed on the case and the announcement is expected any day. Other cases are being heard according to planned schedules.

Mr. Maruo informs us that he and other officials of the Equity Bureau are meeting regularly once a month with representatives of the 24 principal employee unions registered with NPA. The purpose of these meetings is to gain an understanding of the proper relationship between the unions and NPA and to guide the union leaders in their efforts to obtain equity for their membership through the machinery provided by the NPSL for disciplinary and administrative appeals.

At your suggestion, I met with Director General Sato and Mr Maruo last week and asked them to consider the formation of an additional informal labor-management council, to be composed possibly of the membership of the National Personnel Council and the group of 24 union leaders. This council could discuss matters of mutual interest to the ministries and their employees, study special problems in joint committees, and make recommendations. They understand that you would be willing to speak at their first meeting, on the subject of proper activities of employee organizations in government.

Project No 6: National Personnel Council

The sub-committee, appointed to study procedures, record keeping and reporting, has held three meetings and is ready to present its findings to the Council. All ministries and agencies have contributed material for the sub-committee's information and study.

The Council has spent most of its time in recent weeks on problems of position classification, which is occupying the attention of all ministries and agencies these days.

Project No 7: Training Programs

A training course for employee evaluation technicians of the ministries and agencies is to be held at Nikko for five days starting tomorrow. Commissioner Ueno will speak at the opening ceremony, but in accordance with your desires, the school will have no benediction from this Division.

Mr. Kondo of the NPA Training Section, a certified TWI Job Instruction trainer, has conducted two more institutes; one for foremen in the Printing Agency, and the other for unit chiefs in NPA.

Project No 8: Public Information

General Whitney's letter to Commissioner Yamashita appeared in full translation in the April issue of the NPA monthly report which was published last week. It was featured as the leading article of the magazine. John Sato reviewed the translation before publication.

Other articles in the issue deal with political activities of national government employees and female employees in government (in honor of Women's Week).

Miss Darilek has completed the editing of the English version of the NPA Annual Report.

The first two pamphlets in the Personnel Administration Series, which was described in my last report, were published last week.

Project No 9: Bureau of Efficiency

The Welfare Council is considering a draft of a rule for an accident investigation and reporting system. The Council is also planning a survey of agency expenditures during fiscal 1950 for welfare activities, including health and recreation. The survey will be of assistance in planning and budgeting for welfare activities.

Mr. Oiso and Mr. Otomo represented NPA at a recent meeting of the National Housing Council, where construction plans for fiscal 1951 were discussed. It is planning to build the same number of units (460) this year as last, but the expenditure will be 50% higher due to increased building costs. Apartment buildings, row houses, and individual units are included in the plans.

Regulation 10-2-1 on employee evaluation was issued last week in spite of our objections to its undue complicatedness, unsound statistical assumptions, absence of standards, failure to include employee participation, and its secrecy feature. Our doubts as to its workability and effectiveness

were ignored in their eagerness to get some kind of a program started. Whether it can be made to operate acceptably remains to be seen.

The Recreation Section is drafting an NPA rule on recreation which has become necessary to clear up misunderstandings about the proper place of recreation in the efficiency program.

Project No 10: Local Government Training

No new developments.

Project No 11: Liaison Between NPA and the Educational System.

No new developments.

Project No 12: Bureau of Administration

The new building at Sendai was dedicated April 17th with appropriate ceremony. Commissioner Yamashita and Mr. Speicher added dignity to the affair. Reports in the Japanese press that the building burned down several days later are believed to be false, but are still under investigation. In the absence of positive information, it is assumed that the fire was in the vicinity of the old, not the new building.

Two more new buildings are planned during this fiscal year. The one at Sapporo must be started soon to guarantee completion before cold weather, so first quarter funds are being allocated for it. The Nagoya building will be built with second quarter funds. Although building costs are quite high, it is hoped that buildings of about 100 tsubo each (3600 square feet) can be completed.

A justification for additional funds, exceeding 14 million yen, to handle the recruitment of 20,000 more NRP personnel has been prepared.

When Mr. Sekido, Chief of the Statistics Section, was in Osaka recently, he visited the home office of the Nihon Insurance Company to observe the application of IBM equipment to statistical operations. The Nihon Insurance Company is recognized as the pioneer in this field in Japan.

Compensation Matters:

The complete changeover in compensation administration from Cabinet Order 401 to NPA Rule, has recently been effected, and members of the Compensation Bureau have been holding information meetings throughout the country to explain the new procedures.

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Mr. Shirven

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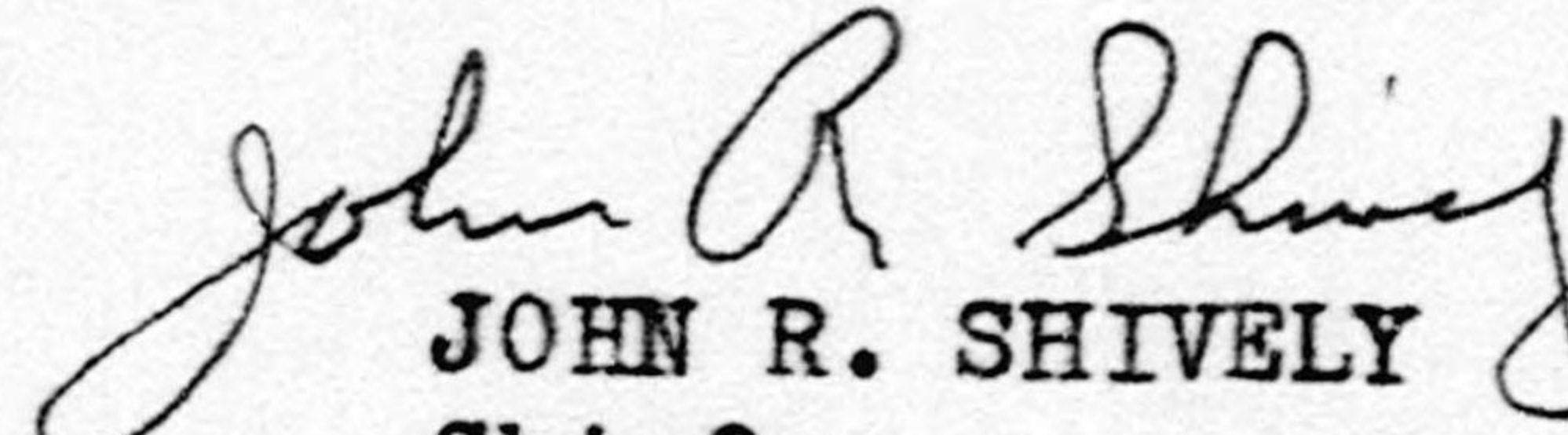
23rd April 1951

A revision of the classification of regions eligible for Area Allowances is being prepared for presentation to the Diet next month. It will almost certainly require extra funds in a Supplementary Budget, since Dr. Asai has already gone on public record as declaring that no area will suffer a reduction. The content of the proposed legislation has not yet been made known to us.

It is rumored that the Finance Ministry is preparing legislation to increase the pay level of government workers. NPA is therefore keeping its own recommendations in readiness to present at any time, whether its current survey of prevailing wages has been completed or not.

Cold Area Allowance and Coal Allowance problems are also under study.

The Pension Section is proceeding with its preparation of legislation based on the Myers Report. Special studies are now being made on the appropriateness of age 60 as the retirement age recommended by Mr. Myers.


JOHN R. SHIVELY
Chief,
Training Branch

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CIVIL SERVICE DIVISION
Government Section

21 April 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division
SUBJECT : Weekly Progress Report -- 14-21 April 1951

Project No. 13: Bureau of Recruitment

A) Status of current examinations:

X-26 Police Entrance Examination - receipt of applications is under way.

X-27 Court Secretaries -- receipt of applications is under way and test items are being prepared and reviewed.

W-23-25 Maritime Safety Board Personnel -- Eligible lists established
Maritime Safety Academy.....128
Maritime Safety School
Hydrographical Course..... 20
Lighthouse Course..... 63

Second entrance examination for Maritime Safety Board personnel is being prepared and a draft announcement of the examination has been presented.

- B) A detailed description of the certification procedures of NPA has been transmitted from Recruitment Bureau as one of the annexes for the Analysis and Review compilation. Earlier in the week similarly detailed description of the personnel records system, brought up to date, was delivered.
- C) Planning and Control Section is undertaking a survey of personnel turnover statistics (covering July 1950 to March 1951) as a guide to estimating demand for employees by each agency.
- D) Two appointments under Rule 8-11 were made at level II of the designated positions:
Yukio Yokoyama to Dir. Sapporo Regional ESB
Hikaru Kamei to Dir. Labor Standards Bureau, Labor Ministry

21 April 1951

E) Activities of Transactions Section:
 Certification of delegation of appointing power-3 cases, 5 persons

	<u>Application</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointment.....	416	302	805
Article 103, 104.....	28	25	12
Part-time employment.....	407	315	145
Conditional appointment.....	8	8	0

Personnel Action Reports.....34,223

Project No. 14: Bureau of Personnel

- A) Activities related to the NPA clerical staff training are being carried out as outlined previously. Women's week activities were also successfully accomplished.
- B) The new building of the Sendai Regional Office was opened with ceremonies on 17 April. Among those attending from the NPA central office were Mr. Yamashita, Director General Sato, Mr. Ono, Mr. Okuma, and Mr. Kanazashi. The writer represented Civil Service Division. On the following day an explanation conference was held on the subject of the new appointment system.

Project No. 15: Bureau of Investigation

- A) Employment Investigation Section reports the completion of 2 projects (relating to revenue officials examination, and the state of dissolution of employees organizations). An inquiry will be made concerning the latter. Six projects are being continued.
- B) Violations Investigation Section reports six projects terminated and 14 being continued.
- C) Statistics of registration of employee organizations:
- | | <u>This week</u> | <u>Total</u> |
|--------------------------|------------------|--------------|
| Applications..... | 9 | 2,371 |
| Registered..... | 10 | 1,312 |
| Returned..... | 3 | 1,026 |
| Under consideration..... | 33 | |

Project No. 16: Current Legislation

No report this week.

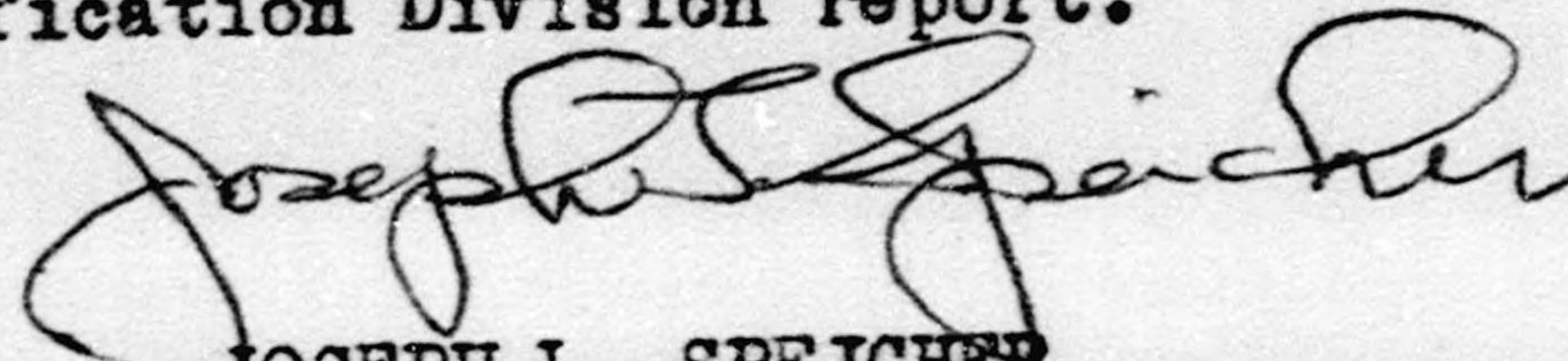
Mr. Shirven

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21 April 1951

Project X: Position-Classification

- A) Preliminary plans have been submitted for a series of explanation conferences throughout Japan during the latter part of April and during May.
- B) Translations of a considerable of occupation descriptions were received this week and are on file.
- C) Satisfactory progress was reported by the Management Section, Specification Section, and Allocation Section. Specific activities are described in the Position Classification Division report.



JOSEPH L. SPEICHER
Chief, Examination Section

Mr Shirven

GOVERNMENT SECTION
Civil Service Division

16 April 1951

MEMORANDUM FOR: Mr Shirven, Chief, CSD

SUBJECT: weekly Progress Report, 9 April - 14 April 1951

Project No 13, Bureau of Recruitment

1. The supplementary examination for court secretaries reported last week has been announced in the newspapers, and applications are being received. The examination will begin on 5 May 1951.

2. Plans are now proceeding for the second entrance examination for Maritime Safety Agency.

3. Analysis is being made of examination expenditures for 1950-51 for budgetary purposes.

4. General Affairs Divisions have been newly established in the Takamatsu Land Transportation Bureau and two Maritime Transportation Bureaus, and been designated as S-1 positions in accordance with Directive 18, NPA.

5. The following were approved:

- 311.....Concurrent appointments .
- 29.....Articles 103, 104 actions
- 391.....Part-time employment actions
- 5.....Conditional appointments

A total of 33,845 personnel action reports are recorded.

- 6. Surveys have been started for the next Grade 4 examination.
- 7. X-26 police entrance examination test items are under review.
- 8. X-27 court secretary test items are being written.
- 9. A total of 29 Rule 8 appointments were reviewed and approved.
- 10. Examination Section is preparing a text of career rating procedures.
- 11. Job analyses to establish the relationship between positions continue.
- 12. Current validation and analysis studies of past examinations continue.

Project No 14, Bureau of Personnel

1. Mr Kanatsugu has presented two comprehensive reports accompanied by detailed charts on the achievements of the Bureau in 1950 and projects for 1951.

2. Turnover figures, NPA:

Ratio of vacancies filled..... 0.31 percent
Ratio of separations..... 0.46 percent

Four new grade 6 men were appointed.

3. Quarterly medical and dental clinic reports were received and are on file.

4. Mr Kondo of Training Section completes, on 16 April, a series of five lectures on supervisor training. Mr Kondo took the TWI course.

5. A table of base pay for the 1,297 NPA employees was received. The average base pay is 6,105.13 yen.

Project No 15, Bureau of Investigation

1. Employment Investigation Section reports one project completed (NPA appointee's personal investigations) and seven continuing.

2. The taking and classification of fingerprints proceeds smoothly.

3. Four more employee organizations were registered with 14 more re-registered.

4. Violations Investigation Section has completed one project on local body managing staff employment. (Will talk to Mr Tonomi - J. Sato) and continues 12 others.

5. The Watchtower Unit is working on 6 projects and is re-studying its filing system for press clippings.

Project No 16, Current Legislation

No report.

Project X, Classification Division

Will be recorded separately.


JOHN SATO
Civil Service Division

msf

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

10 April 1951

MEMORANDUM FOR: Mr Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Weekly Progress Report, 31 March-7 April 1951

Project No 13, Bureau of Recruitment

1. Attached to this report are English translations of the recruitment proposals of the Personnel Council and of NPA's opinions concerning the proposals. A simplified and contracted version of NPA's paper is to be distributed to the agency personnel officers.

2. Because of the exhaustion of the register for Court Clerks, a supplementary examination is to be held beginning 5 May. There are approximately 600 vacancies of which one-half are at pay grade 5 and one-half at pay grade 6.

3. Status of current examinations:

- a. The Imperial Guard register of the X-25 examination was established on 31 March. There were 56 successful candidates.
- b. Applications for the X-26 Police entrance examination are being accepted now. It is estimated that approximately 15,000 persons will apply.
- c. On 30 March the successful candidates of the Postal Services examination were announced.

Outdoor service..... 3,215
Indoor service..... 6,584

- d. The W23-25 Maritime Safety Board examination registers were made public on 30 March

Maritime Safety University..... 274
Maritime Safety School
Hydrographic Faculty..... 54
Maritime Safety School
Lighthouse Faculty..... 113

4. Appointments to designated positions under paragraph 9 of Rule 8-11 totaled 65. The number of designated positions (as of 31 March 1951) is as follows:

Level I..... 36
 Level II..... 139
 Level III..... 319
 Level IV.....1,961

5. Study is being made of the supplementary expenditures which will be necessary in connection with the imminent enlargement of the National Rural Police.

6. Activity of the Transaction Section for the past week included:

	<u>Application</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointment	768	38	826
Article 103, 104	49	50	9
Part-time employment	432	14,201	160
Conditional appointment	5	6	1

Personnel action reports..... 36,417

7. Supplementary material for the Review and Analysis project has been received from Recruitment Bureau.

Project No 14, Bureau of Personnel

1. Comparatively detailed reports have been received dealing with the periodical pay increases of NPA employees, and with the ceiling number and actual number of NPA employees.

2. A series of events have been planned to celebrate "Women's Week" and the formal opening of the 5th floor auditorium in the NPA building. Several dances, concerts, lectures, and tours are listed in the program which will extend from 10 April to 16 April.

Project No 15, Bureau of Investigation

1. Employment Investigation Section reports the completion of one project during the week (revenue officer examination investigation) and the continuation of nine others.

2. Registration of employee organizations:

	<u>This Week</u>	<u>Total</u>
Application	7	2,352
Registered	12	1,298
Returned	3	1,018
Under consideration	36	

3. Violations Investigation Section reports a total of 11 projects completed (mostly by Watchtower Unit) and 11 projects to be continued.

Project No 16, Current Legislation

No report this week.

Project No X, Position Classification Division

1. At the 60th Personnel Councilors conferences the occupations of Industrial Management, (General), (Chemical), and (Metals and Mechanics) were examined.

2. Activities of the various sections:

a. Management Section:

Drafting regulation of position allocation.
Mapping a training plan for personnel and allocation officers of the NPA's and agencies' regional offices

b. Specification Section:

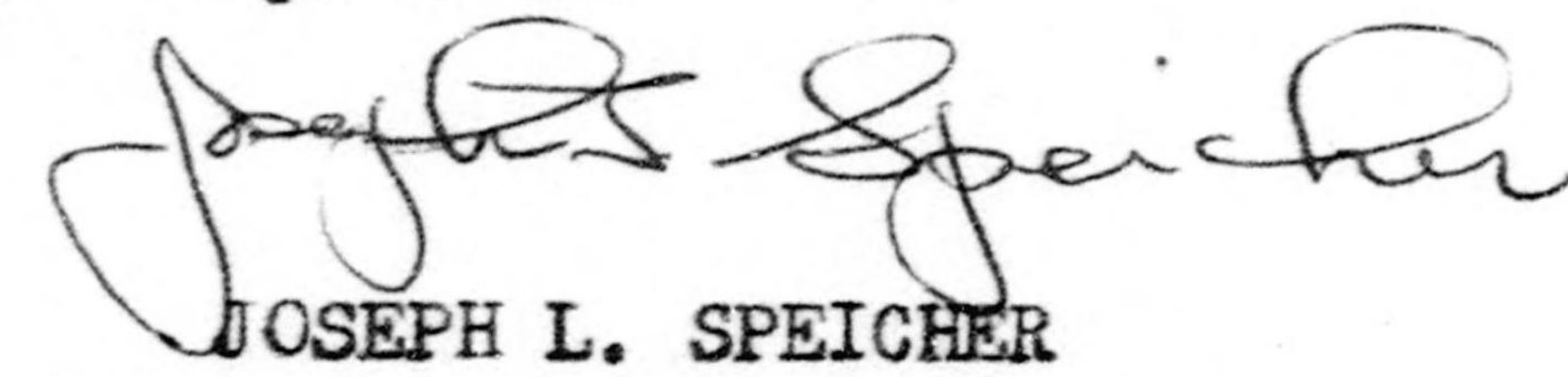
Examination of occupations and classes in relation to the draft plan of installing grades.

c. Allocation Section:

Trial allocation for the occupations of accounting and librarian.
Studying the draft plan of procedures to handle grievances.
Working on plans for allocation audits.

3. Collection of position descriptions as of 28 March 1951:

49,618 descriptions in 21 occupations.



JOSEPH L. SPEICHER
Chief, Examination Branch

huf

CIVIL SERVICE DIVISION
Government Section

9 April 1951

MEMORANDUM FOR: Mr Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Progress Report, 2-8 April 1951

Project No 5: Equity:

NPA Rule 13-2 outlining procedures for the review of requests for administrative action on working conditions has been cleared by this Division and issued by NPA.

The total of red purge cases on hand has been reduced to 105 due to several recent withdrawals. Those 105 cases involve 290 persons. Twelve of these cases have been heard and the final decision on the first is expected before the end of this week. The delay has been caused by the necessity for an on-the-spot investigation with the assistance of the Special Investigation Bureau of the Attorney-General's office and the Kyoto police. The Commissioners are proceeding with great caution on their first decision because of its effect on all subsequent cases.

Although few changes have been made in the rules and regulations for handling equity cases, the procedures have been accelerated and simplified due to the increased experience of hearing board members, Equity Bureau personnel, and the personnel offices of the agencies. The information campaign conducted through the National Personnel Council had so improved the handling of disciplinary cases that the number of appeals reaching NPA had been greatly reduced prior to the flood of red purge cases.

OK The recommendations of the Equity Bureau for making basic revisions in the system have been approved in principle by the Commissioners, but they feel that as a matter of timing they should be held in abeyance until after the red purge cases have been handled.

OK The proposal to institute a formal warning system has been abandoned because the new employee evaluation system includes ample provision for the guidance of employees in the improvement of their employment record.

Project No 6, National Personnel Council

The National Personnel Council has recently become interested in the problems of standardization of procedures, record keeping, and reporting systems. The first meeting of a subcommittee organized to make a special study of these problems is scheduled for this week.

Project No 7: Training Program

The Sansuiso, NPA's property at Nikko, has recently been renovated and is ready to serve as a billet for faculty and staff members of training institutes held at Nikko. Priority on the use of facilities at Nikko this season has been given to the Local Autonomy Agency for their training institutes in personnel administration for commissioners and ~~the~~ staff members of local public personnel agencies. LAA has not yet set definite dates for such training, but NPA has gone ahead with a tentative schedule which includes an advanced course for 120 employee evaluation technicians late this month, a short institute for health administration officials in May, a five-week institute for leaders of supervisory training in the various ministries and agencies in June and July, and other programs which will be announced within the next few weeks.

Mr Kondo of the Training Section has completed the TWI training course in Job Instruction and has been certified to conduct further training institutes. Mr Shimizu has completed his quality check in Job Methods training at the Kanebo Spinning Mills and will also be certified. Mr Iimori of the Supervisory Training Unit of the Training Section is now taking the Job Relations training course.

Project No 8: Public Information

A revised translation of the NPA annual report has been submitted by NPA for publication in English in pamphlet form for distribution to interested persons in GHQ and the United States. Miss Darilek is giving it a final editorial review.

Good

The Public Information Bureau is preparing a series of pamphlets on various aspects of public personnel administration for distribution principally to local entities. The pamphlets will explain in simple language the fundamental principles of public personnel administration, will consist of about 30 pages each, and have a distribution of 7,000 to 10,000. The first will be a general, introductory volume covering the whole field. The second will deal with position classification, and others will follow on recruitment, compensation, training, etc.

In addition to Dr Asai's regular press conference every Saturday morning, at least one special release is made to the press each week. Recent releases have covered such subjects as the Accident Compensation Bill, and new NPA rules on health, training, and employee evaluation. Radio information programs are controlled completely by the Broadcasting Corporation of Japan, but NPA provides themes to be emphasized and furnishes background information and editorial collaboration. Cooperation is as good as can be expected considering the many demands for limited radio time.

Mr Shirven

- 3 -

9 April 51

On my recent trip to Hiroshima and Fukuoka I was pleased to see NPA posters prominently displayed in all government buildings I visited. No doubt you have observed the same thing in your travels.

Project No 9: Bureau of Efficiency

A draft of the proposed Regulation 10-2-1 implementing the NPA rule on employee evaluation is being studied by personnel officers in all ministries and agencies. Its provisions were worked out after full discussion in the Inter-Agency Committee for Employee Evaluation, the Employee Evaluation and Utilization Council, and the National Personnel Council, and after several experimental applications within NPA and several field offices of other agencies. I am assembling complete information on this program for you.

Regulation 10-1-1 implementing the NPA rule on health examination was ~~also~~ issued last week. It provides procedures and standards for initial, regular, and special health examinations and methods of reporting. Short training courses for personnel charged with administering this program in the ministries are scheduled for Osaka and Nikko sometime in May.

Representatives of the Efficiency Bureau are in Niigata and Kumamoto this week holding information meetings to explain procedures under the recently enacted NPA rules on health, training, and employee evaluation.

Project No 10: Local Government Training

No new development.

Project No 11: Liaison Between NPA and the Educational System

No new development.

Project No 12: Bureau of Administration

The two million yen remodeling and renovation job on the fifth floor auditorium is nearing completion. The improvements include parquet floor, a new enlarged stage with waiting rooms in the wings, acoustically treated walls and ceiling, indirect lighting, new drapes and a new motion picture screen. The auditorium will be used this week for Women's Week activities and will be available in the future for lectures, training institutes, and recreation activities.

Official NPA representatives at the dedication of the Sendai Regional Office building will be Commissioner Yamashita, Director-General Sato, and Mr Ono, Director of the Bureau of Administration.

Mr Shirven

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9 April 51

The prices of expendables used in NPA have risen 30 to 40 percent since June of last year. Since the budget does not include sufficient funds to cover these increases, certain operations of NPA may have to be curtailed. Studies are now being made throughout the agency to determine where savings can best be effected.

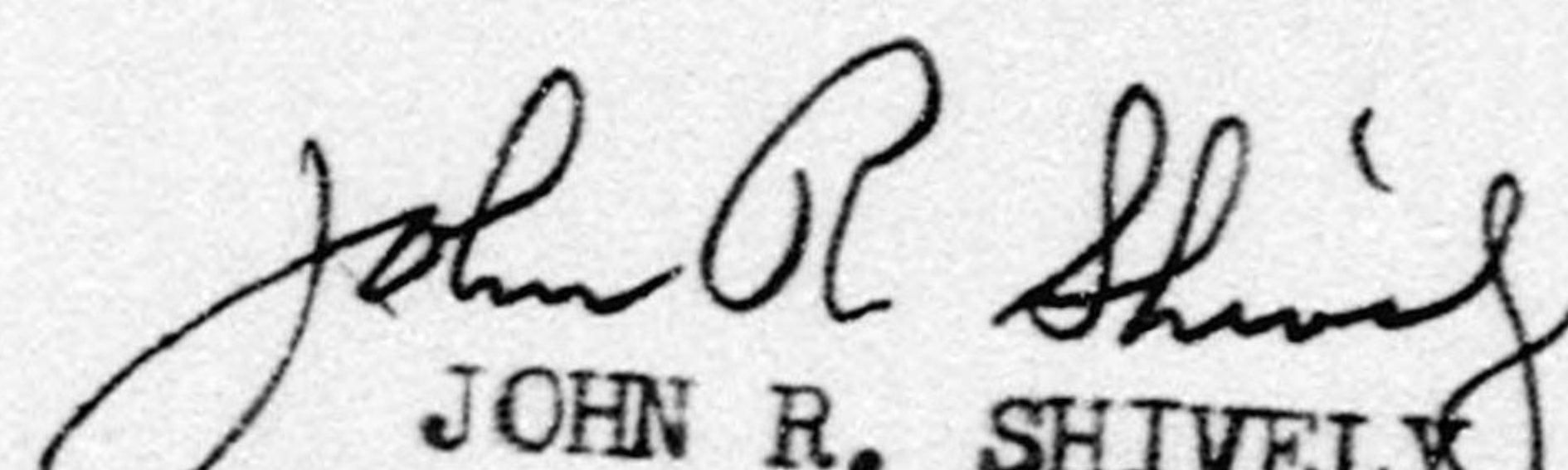
The increase in the National Rural Police by 20,000 men has placed an additional financial obligation on the Recruitment Bureau which was not included in the budget. An additional ¥ 14,000,000 is being solicited from the Finance Ministry for this purpose.

Compensation Matters:

Studies on the area allowance problem are continuing to keep the data up to date. Legislation on the subject will be presented to the Diet after the local election.

A recommendation for raising base pay is also under consideration for presentation to the Diet after it resumes its session in May.

The preparation of legislation for a new pay plan and a new pension system is continuing and should be ready for a special session of the Diet late this summer.


JOHN R. SHIVELK
Chief,
Training Branch

File
muf

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

2 April 1951

MEMORANDUM FOR: Mr Maynard Shirven, Chief, Civil Service Division

SUBJECT : Weekly Progress Report, 21-28 March 1951

Project No 13, Bureau of Recruitment

1. The schedule for the 6th entrance examination for police personnel is as follows:

30 March:	Announcement
2-20 April:	Application period
5, 7, 9 May:	Written test and physical examination
31 May, 1-5 June:	Medical and oral tests
25 June:	Announcement of result
1 July:	Training course begins

2. A copy (in Japanese) of NPA's reactions to the report of the Personnel Council regarding the new appointment system has been received. English translations will be available later this week.

3. A report has been received covering the work of the research unit on the validation of the first police examination. One meeting has been held to discuss the findings and another will be held within a few days. It is hoped that a simplified but effective procedure can be set up for obtaining validation criterion data which can also serve as a model for similar work on other examinations.

4. Review of appointments by Examination Section:

	<u>Approved</u>	<u>Disapproved</u>	<u>Previewed</u>
Under Rule 8-1-1	0	0	0
Under Rule 8-1-3	4	0	0
Under Rule 8-11	2	0	38

5. Successful candidates of the X-25 Police Entrance Examination:

Sapporo	141	Osaka	203
Sendai	169	Hiroshima	73
Tokyo	136	Takamatsu	77
Nagoya	173	Fukuoka	191

6. Successful candidates for W-20 Tax Assistant and Trainee Examination:

Assistant Revenue Official.....5,693
 Trainees.....1,023

(The above figures may be altered slightly because the fingerprinting has not been completed).

7. Activity of the Transaction Section:

Written certification of delegation of appointing power: 5 cases, 40 persons.

	<u>Application</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointment	256	350	96
Article 103, 104	20	19	10
Part-time employment	243	16,484	13,929
Conditional appointments	8	6	2
Personnel action reports.....			51,245

Project No 14, Bureau of Personnel

1. Estimated personnel expenses for first quarter of 1951:

Base pay of employees	¥ 33,364,500
Overtime allowances	973,600
Sundry allowances	2,114,000
Sundry salaries	147,800
Remuneration	143,900
Travel expenses	8,703,700
Total	¥ 47,566,500

2. A four-day training course was given to four officials to be transferred to regional offices (two for Sendai, one each for Hiroshima and Fukuoka).

3. Three "pocket cards" have been published and distributed to NPA supervisors and personnel officers of the agencies. The titles of the cards are: "Steps to Business Improvement"; "Sequence of Teaching the Method of Work Performance"; and "Attitude of Mind in Teaching the Method of Work Performance".

4. Vaccination was administered to 978 NPA employees (85%) and will be given to those on field trips upon their return.

Project No. 15, Bureau of Investigation

1. Employment Investigation Section is continuing work on eight projects and has completed two. (Investigation of Imperial Guard candidates, and fingerprinting of X-25 Police candidates).

2. Registration of employee organizations during the week:

Applications.....	7
Registered.....	6
Returned.....	1
Under consideration.....	44

3. Violations Investigations Section (Including the Watchtower)

completed 14 projects or cases during the week, leaving 14 to be continued.

Project No 16. Current Legislation

1. A bill amending the Lawyers' Law was returned to P&P Division without objection as was a bill for amending the Educational Public Personnel Law with respect to tuberculosis leave and limitation of union organization.

2. A bill for the amendment of the Accident Compensation Law, presented by Mr Fujii (Farmer-Labor) was ^{objected to} ~~refused clearance~~ by CSD on the ground that it aimed to establish an accident compensation "council" which, although it would include NPA representatives, would parallel the present NPA functions and, by including employee representation, would provide an opening wedge for employee bargaining. Another undesirable feature of the bill would provide more compensation for the disabled than for those working. In addition, a system of perpetual annuity payments would, in CSD's opinion, not only encourage permanent wards of the state, but cause serious budgetary disruptions in the future and in many cases parallel projected pension provisions.

Project No X. Position Classification

1. Management Section - drafted NPA regulations for the enforcement of allocation and for work audits.

2. Specifications Section - consulted with Mombusho regarding the installation of position classification for educational personnel.

3. Allocation Section - continued allocation for the Medical group; prepared a draft form of allocation work procedures.

4. A successful conference with representatives of registered employees' organizations was held on 16 and 23 March, at which the position classification plan was explained. A brisk discussion followed the explanation.

5. Seventeen more occupations were published in the Official Gazette following the Commissioners' resolution.



JOSEPH L. SPEICHER
Chief, Examination Branch

muf

CIVIL SERVICE DIVISION
Government Section

2 April 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division.

SUBJECT : Progress Report--26 March -- 1 April 1951

Project No 5 : Equity:

The status of disciplinary appeals as of the end of March was as follows:

Decisions Published.....	69
Cases Completed but not yet published.....	40
Cases in Process.....	6
Appeals accepted but not yet processed.....	28
Appeals received but not yet accepted.....	59

Project No 6 : National Personnel Council:

No new developments.

Project No 7 : Training Program:

A five-day training course for personnel of the various ministries and agencies charged with administration of the new employee evaluation system is planned for April 24-28, using the facilities at Nikko. It is anticipated that 120 to 130 trainees will attend.

Regulation 10-3-1, covering recording and reporting of training activities, implementing Rule 10-3, was issued March 29.

Project No 8 : Public Information:

No new developments.

Project No 9 : Bureau of Efficiency:

Health, Welfare, and Safety Sections are working closely with the Injury Compensation Section of the Compensation Bureau, on the drafting of rules and regulations to implement the Accident Compensation Law when passed by the Diet.

Project No 10 : Local Government Training:

No new developments.

Mr. Shirven

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2 April 1951

Project No 11 : Liaison Between NPA and the Educational System:

No new developments.

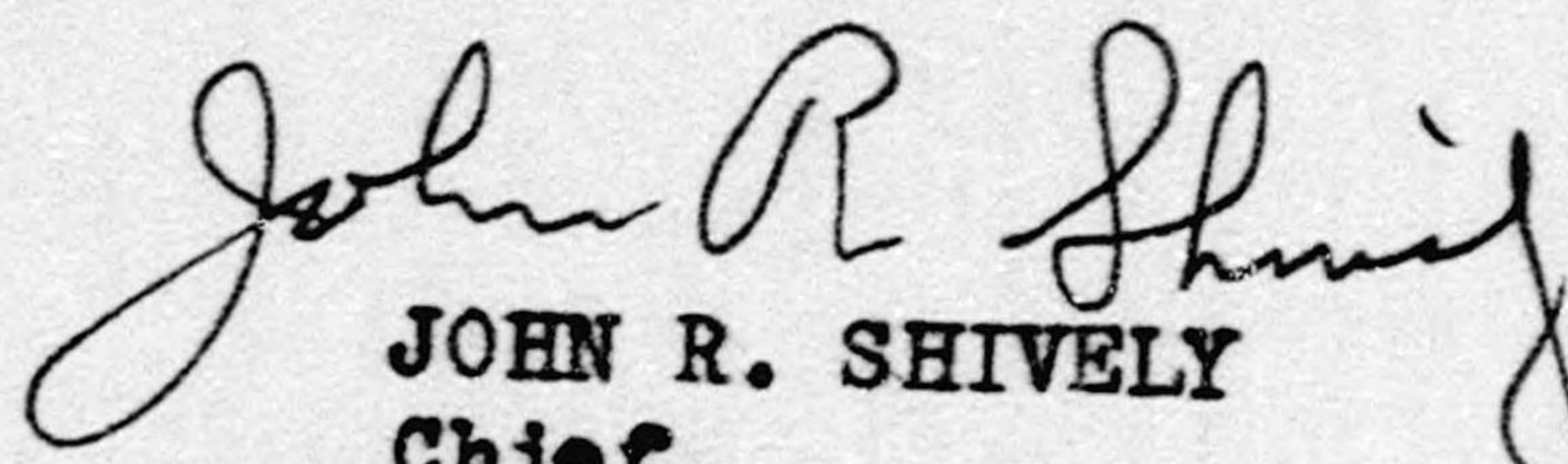
Project No 12 : Bureau of Administration:

The Library Section reports that the Japanese translation of Mosher, Kingsley and Stahl's PUBLIC PERSONNEL ADMINISTRATION is to be published in two volumes. The first has been completed and should be published within the next few days. The second volume will follow in a few months.

The loose-leaf personnel manual, prepared by Organization and Planning Section, is in the hands of the printer and should be available for distribution very soon.

Compensation Matters:

A fifth survey of wages in private industry is being conducted and will be completed in time for use in drafting a wage recommendation for presentation to the Diet in May.


JOHN R. SHIVELY
Chief,
Training Branch

muf

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

27 March 1951

MEMORANDUM FOR: Mr Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Weekly Progress Report, 17-24 March 1951

Project No 13, Bureau of Recruitment:

1. A copy (in Japanese) of the formal recommendations of the Personnel Council regarding the new appointment system has been received from Planning and Control Section, NPA. This is a consolidation of the views of the various agencies on the subject. On 30 March (Friday) an English translation of the report will be available, as will NPA's official reaction to the recommendations.

2. The expenses of the various examinations held under the 1950 budget is summarized below. (The detailed table, now in our files, breaks the data down into the following categories: Allowances, Miscellaneous Compensation, Travelling, Stationery, Wages, Printing and Binding, Rent and Fees, Communication and Transportation, Miscellaneous Services, Total Services, Food, and Grand Total).

<u>Examination</u>	<u>Number of Centers</u>	<u>Applicants</u>	<u>Total Expenses</u>	<u>Per Applicant</u>
X-14 Police	80	21,286	¥ 4,932,627	¥ 232.0
W-3, 4 Tax	14	17,428	25,856	1.5
S-1, 2, 3 Article 9	19	7,815	1,658,802	212.0
		(11,875)		
X-15 Police	91	24,680	5,311,552	215.0
X-16-20 Grade 5, 6	14	29,308	7,508,994	256.0
W-5-6 Tax	13	7,562	40,750	5.4
W-7-13 Maritime Safety	10	40,949	154,138	3.8
X-21 Police	100	11,410	4,014,258	352.0
W-14 Labor Standards	8	7,374	466,324	63.0
X-22-23 Diplomats, Consuls	8	1,709	875,718	512.0
W-15-18 Court Secretary	8	15,000	2,005	0.1
W-19 Tax	4	4,406	0	0.0
X-24 Grade 4 General	50	100,064	10,995,018	100.0
X-25 Police	100	11,703	3,520,213	301.0
W-20 Tax Trainee	49		128,866	
W-21-22 Postal	252	92,000	617,818	6.7
W-23-24 Maritime Safety	9		485,981	
Examination General			3,874,088	
Transactions Section			1,586,870	
Other than Examinations			676,077	
Total			¥ 46,875,865	

It is interesting to note that the S-1 examination cost ¥ 212 per applicant, or about 59¢.

Totals for the various kinds of expenditures are:

Allowances	¥ 3,780,432
Miscellaneous Compensation	158,500
Travelling	11,949,432
Stationery	4,314,192
Wages	565,240
Printing and Binding	8,370,000
Rent and Fees	3,684,173
Communication and Transportation	2,017,579
Miscellaneous Services	10,913,722
Foods	1,121,280
Total	46,875,865

3. Review of appointments during the week:

	<u>Approved</u>	<u>Disapproved</u>	<u>Pre-View</u>
Under Rule 8-1-1	0	0	0
Under Rule 8-1-3	2	0	0
Under Rule 8-11	2	0	16

4. Status of Examinations:

A) X-25 Policemen and Imperial Guards (Second test)

	<u>Expected</u>	<u>Absent</u>	<u>Waivers</u>	<u>Examined</u>
Policemen	2,098	209	6	1,883
Imperial Guards	141	34	2	105

B) W-20 Assistant Revenue Officers - Preparation of eligible list under way.

C) W-21,22 Postal Service - analysis of second test under way.

D) W-23-25 Maritime Safety Board - analysis of first test is under way.

E) Plans are being completed for the 6th Police entrance. Applications are to be received between 2-20 April, after the announcement on 30 March. The written and physical tests are to be held on 5, 7, 9 May, the oral and medical tests on 1-5 June, and the results announced 25 June. The Police Training Schools begin 1 July.

5. Activities of Transactions Section

Certification of delegations of appointing powers involved five cases and 12 persons.

	<u>Application</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointment	122	24	190
Articles 103, 104	16	14	9
Part-time employment (mostly industrial census takers)	16,550	283	30,170
Conditional appointments	1	1	0

Personnel action reports handled - 34,362

Project No 14, Bureau of Personnel:

1. A meeting of the chiefs of the Administration Sections of the NPA regional offices was held for three days (14-16 March) at which members of the Personnel Bureau explained the functions of the sections in the regional offices.
2. The booklet "Guide for Employees" has been published and distributed.
3. Extracted from a Staff Compensation Section report on "Performance of Acts to Incur Disbursement of Personnel Expenses" are the following data:

<u>Travel Expenses</u>	<u>Number of Cases</u>	<u>Number of Persons</u>
July	423	974
August	449	1,320
September	290	543
October	319	666
November	336	637
December	317	710
Monthly average	355.6	808.3

4. Training-Within-Industry meetings will be held during the period 19-29 March for selected unit chiefs. Lecturers will be Mr Scott of T.W.I., Inc., Mr Hirawa of the Nihon Kogyo Co, Ltd., and Mr Maeda of the Mitsui Co, Ltd. There will be two groups of trainees numbering eight each.

Project No 15, Bureau of Investigation:

1. Employment Investigations Section is continuing work of eight projects and has concluded work on two: (1) Investigation of Foreign Affairs Ministry recruits and (2) Collection of fingerprints of Postal Service examination candidates.

Mr Shirven

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27 March 1951

2. Registration of employee organizations during the week:

Applications	13
Registered	19
Returned	4
Under consideration	44

3. Violations Investigations Section has concluded work on three projects and is continuing on 12. Appeal for Review Branch is working on 13 cases at the present time.

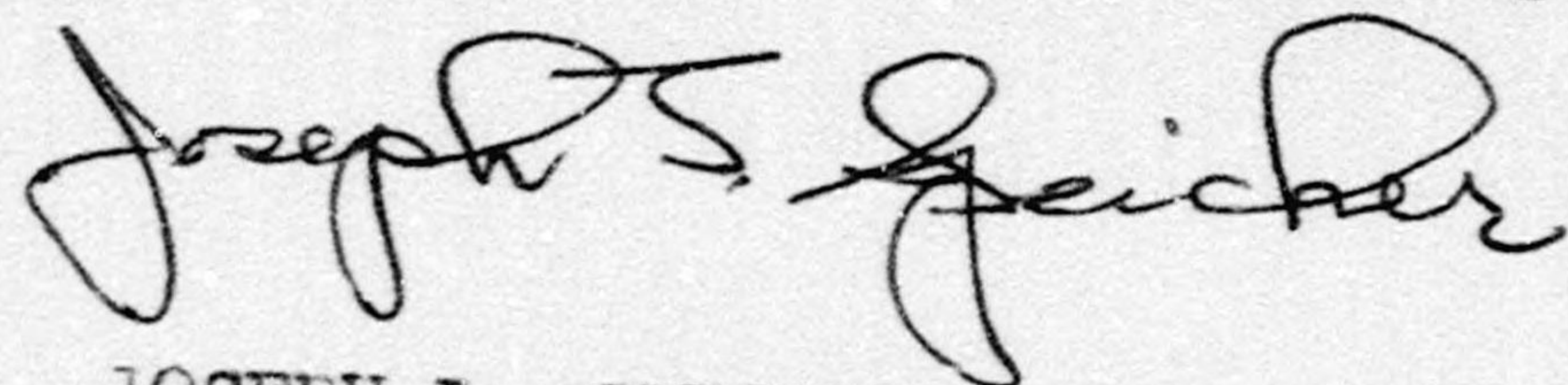
Project No 16, Current Legislation:

No report this week.

Project No XX, Position Classification Division:

1. The 58th Personnel Councillors' Conference was held in the Councillors' conference room on 14 March and the two occupations of Transportation Management (Marine) 6315 and Transportation Management (Land) 6317 were examined.

2. The Standards Section studied pending problems in class specifications, made survey of positions which cannot be allocated, and made preparations for the forthcoming conference to install educational public servants position-classification.



JOSEPH L. SPEICHER
Chief, Examination Branch

msf

CIVIL SERVICE DIVISION
Government Section

26 March 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Progress Report--12 March--25 March 1951

Project No 5 : Equity

The schedule for April calls for more than twenty hearings to be held in Tokyo during the first half of the month, and for circuit hearings during the latter half of the month at Kiriu, Fukuoka, Imabari, Kashiwazaká, Sendai, and Tsuruga.

Project No 6 : National Personnel Council

A sub-committee on Records and Procedures has been organized within the National Personnel Council with the Personnel Director of the Ministry of Education as Chairman.

Project No 7: Training Program

Since the organization of the Classification Division and the transfer of Mr. Ishikawa to head one of the sections, Training Section has been without a Chief. It is not likely that the position will be filled until after the Bureau Chief's return from the United States.

Mr. E. E. Scott of TWI Inc., visited NPA this week to inspect training in Job Relations being conducted for 16 NPA employees by two of his trainees from Japan Heavy Industries and Mitsui Mining. He met Commissioner Ueno and discussed promotion of efficiency with him.

Project No 8 : Public Information

The Annual Report of the NPA for 1950 has been completed and was formally presented to the Diet and to the Cabinet on March 15. It has been printed in Japanese for general distribution and an English version is being edited in this Division.

General Whitney's letter to Commissioner Yamashita will be translated and published in full in the April issue of the NPA Monthly Report, which will appear about April 10.

Mr. Shirven

-2-

26 March 1951

Project No 9 : Bureau of Efficiency

The meetings held at regional centers throughout the country to explain the new NPA rules on health, evaluation, and training were very successful, attendance averaging more than 100 at each meeting. Three or four persons from the Efficiency Bureau were present to make the explanations and answer questions at each meeting. Work is nearing completion on the drafting of regulations to accompany these rules.

The Safety Section is editing a manual on fire prevention for use in government offices.

Welfare Section is working with the Compensation Bureau on the preparation of rules and regulations to implement the Accident Compensation Law when passed by the Diet.

Project No 10: Local Government Training

The Local Autonomy Agency's plan for conducting the training required by the Local Public Service Law are as follows:

The Commissioners appointed in each jurisdiction required or electing to have a personnel commission will be trained at a one-week training institute to be held at two places simultaneously sometime during June or July. One institute would be held somewhere in the Osaka area, the other somewhere in the Tokyo area, probably at Nikko. Bureau Chiefs and Section Chiefs, mostly from NPA, will give the lectures, and faculty members from the Training Section will conduct the seminars. NPA would like to expand this program to at least two weeks, but LAA complains that budgetary restrictions and the pressure of business make it impossible for the Commissioners to spend more than one week in training. NPA has accordingly worked out a schedule of 34 hours of lectures and 10 hours of seminars to cover the high spots of personnel administration in local government.

The executive directors and key staff members of each personnel commission would be trained at a three-week institute, also held at the same two places sometime during July or August. This schedule calls for approximately 90 hours of lecture, at least 30 hours of seminar and ample time for study of text and reference material. The 150 to 200 individuals trained at this institute would be responsible for training other staff members on their own staffs.

Project No 11 : Liaison Between NPA and the Educational System.

No new developments

Mr. Shirven

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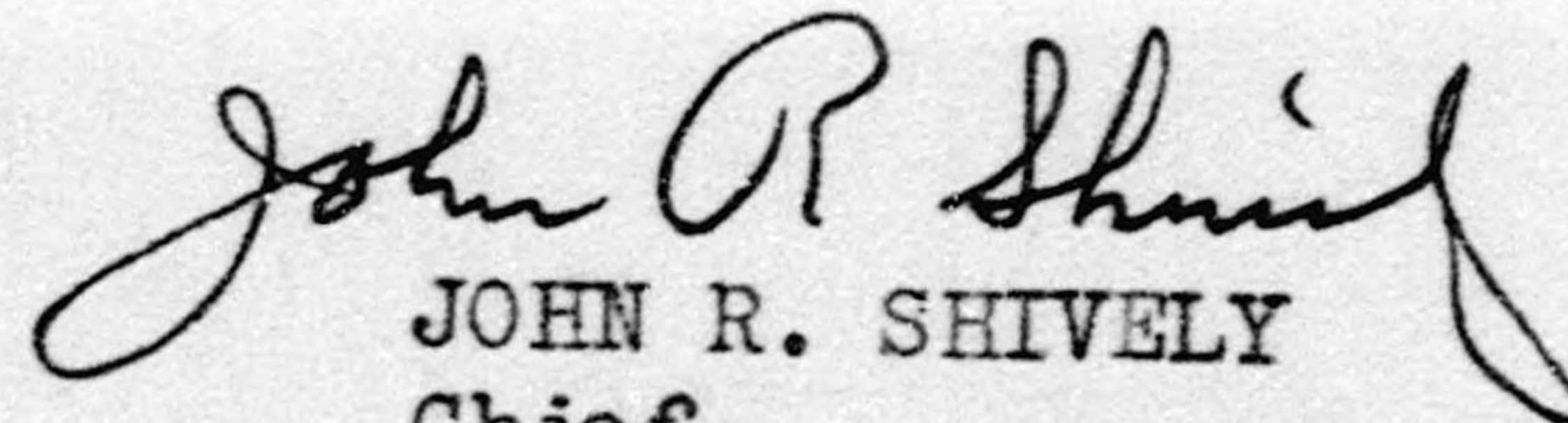
26 March 1951

Project No 12 : Bureau of Administration

Budget and Finance Section proudly reports that it has been able to spend practically all monies allowed NPA this fiscal year, the unexpended balance being negligible.

Organization and Planning Section is studying the problem of differences in jurisdictional areas of regional offices in the various ministries and how those differences will affect their relations with NPA regional offices.

NPA is now a full-fledged member of the Civil Service Assembly of the United States and Canada.


JOHN R. SHIVELY
Chief,
Training Branch

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GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

21 March 1951

MEMORANDUM FOR: Mr M. N. Shirven, Chief, Civil Service Division

SUBJECT: Weekly Progress Report, 3-17 March (two weeks)

Project No. 13, Bureau of Recruitment

1. Review of Appointments:	<u>2-8 March</u>	<u>9-15 March</u>
Under Rule 8-1	0	3
Under Rule 8-11	0	7

2. Status of examinations:

A) X-24 Grade 4 Entrance - eligible lists were established on 13 March and the successful candidates were announced on 15 March.

<u>Place of Appointment</u>	<u>Successful Candidates</u>	<u>Place of Appointment</u>	<u>Successful Candidates</u>
Sapporo	212	Otsu	36
Hakodate	75	Kyoto	120
Asahikawa	44	Osaka	413
Kushiro	47	Kobe	238
Aomori	50	Nara	41
Morioka	75	Wakayama	51
Sandai	243	Fukui	56
Akita	94	Tottori	55
Yamagata	58	Matsue	56
Fukushima	69	Okayama	82
Mito	56	Hiroshima	195
Utsumomiya	41	Yamaguchi	55
Maebashi	59	Tokushima	133
Urawa	61	Takamatsu	75
Chiba	66	Matsuyama	98
Tokyo	1,383	Kochi	39
Yokohama	223	Fukuoka	217
Kofu	58	Saga	58
Niigata	98	Nagasaki	61
Nagano	76	Kumamoto	97
Gifu	56	Oita	48
Shizuoka	59	Miyazaki	43
Nagoya	303	Kagoshima	57
Toyama	47	Tsu	42
Kanazawa	100		<u>6,019</u>

Mr Speicher

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21 March 1951

B) X-25 Police Entrance - the oral and medical tests were administered on 9 and 10 March.

C) W-20 Tax administration trainees - results of the second test are being analysed.

D) W21, 22 Postal Service - successful candidates of the first test were announced on 12 March. The second test was administered on 14-16 March.

E) W23-25 Maritime Safety Board - the first test was administered on 11 March.

3. Report of Transactions Section for 9-15 March (Preceding week's data in parentheses)

	<u>Application</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointment	76 (97)	75 (41)	92 (91)
Article 103, 104	15 (13)	17 (8)	7 (9)
Part-time employment	14,084 (470)	370 (374)	13,903 (189)
Conditional appointment	4 (19)	4 (20)	0 (0)

Personnel action reports.....32,975 (13,050)
Delegation of appointing power.....11 cases involving 29 persons.
(Four cases involving 5 persons)

4. A detailed analysis has been made of the reactions and comments of the various agencies to the draft of the new recruitment and promotion policy. The Director-General and others are preparing a report on this matter to be given to the Personnel Council. A report of the findings will be transmitted to Civil Service Division at the end of this week.

5. A series of conferences explaining the recruitment and promotion policy were held in Hakodate, Sapporo, and Asahikawa last week. The writer accompanied Mr Nakaya, Chief, Planning and Control Section of Recruitment Bureau, and Mr Yamamoto, Chief of the NPA's regional office in Sapporo. The meetings were well handled and stimulated considerable interest and participation of the local officials.

Project No 14. Bureau of Personnel

1. A report from Staff Compensation Section shows the following number of NPA employees in the various pay grades (condensed from the report):

<u>Pay Grade</u>	<u>Central Office</u>	<u>Regional Offices</u>
15	1	0
14	0	0
13	7	7
12	10	1
11	26	7
10	24	1
9	39	15
8	72	23
7	146	22
6	344	47
5	184	40
4	125	27
3	87	13
2	11	1
1	16	4

2. The actual number of NPA employees (as of 28 February 1951) and the corresponding ceiling numbers is shown in the following table:

<u>Organization</u>	<u>Employees</u>	<u>Ceiling</u>
Director-General's Office	15	16
Recruitment Bureau	196	203
Compensation Bureau	374	383
(Position Classification)	(268)	(278)
Efficiency Bureau	70	71
Equity Bureau	57	57
Investigation Bureau	95	95
Public Information Bureau	29	28
Law Bureau	14	14
Administration Bureau	204	206
Personnel Bureau	<u>44</u>	<u>43</u>
Total Central Office	1,098	1,116
Sapporo Regional Office	19	19
Sendai " "	22	21
Tokyo " "	42	42
Nagoya " "	21	21
Osaka " "	30	28
Hiroshima " "	23	23
Takamatsu " "	21	21
Fukuoka " "	<u>23</u>	<u>23</u>
Total Regional Offices	206	198

Mr Speicher

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21 March 1951

3. A report has been received showing the number of employees at each step of each pay grade and the corresponding base pay. The report (as of 5 March 1951) covers 1,293 NPA employees.

4. A report on the results of the annual health examination of NPA employees has been received. The expense of the examination was a little more than \$ 50 per capita. The following were administered:

Tuberculin test (902)
Indirect radiography (1,327)
Direct radiography (162)
BGG inoculation (194)
X-ray clairvoyance (53)

Among those examined for tuberculosis, the following cases were identified:

In need of caution 74
In need of recuperation 50
In need of medical care 6

Project No 15, Bureau of Investigation

1. The report of the bureau's activities during the past two weeks has been received and studied. The many routine investigations are apparently proceeding in a normal manner and will not be reported here. Details are in Examination Branch files for reference.

Project No 16, Current Legislation

No report this week.

Project on Position Classification

No report this week.



JOSEPH L. SPEICHER
Chief, Examination Branch

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CIVIL SERVICE DIVISION
Government Section

12 March 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division.

SUBJECT : Progress Report--5 March--11 March 1951

Project No 5: Equity

The status of disciplinary appeals as of the end of February was as follows:

Decisions published.....	61
Cases completed but not yet published.....	34
Cases in process.....	4
Appeals accepted but not yet processed.....	40
Appeals received but not yet accepted.....	64

I have approved a change in Rule 13-1, permitting Boards of Equity to schedule hearings on 15 days notice instead of 25. This will speed up the hearing procedure materially, and is possible now, due to improved mail service.

Equity Bureau is now drafting a rule to determine procedures for making and reviewing requests for administrative action, as provided in Articles 86 to 88 of the NPSL. Although the Law does not require a rule, it is felt that definite procedures for filing, handling, and reviewing requests should be codified in an NPA rule, as was done in the case of appeals against disadvantageous action. The draft is under study in interested bureaus in NPA and also in the National Personnel Council.

Project No 6: National Personnel Council

No new developments.

Project No 7: Training Program

See below.

Project No 8: Public Information

No new developments.

Project No 9: Bureau of Efficiency

Members of the Bureau of Efficiency are holding a series of meetings in regional centers throughout the country to explain three recent NPA rules on

Memo for Mr. Shirven

-2-

12 March 1951

Health, Training, and Employee Evaluation. These rules, especially the one on evaluation, will require considerable effort on the part of the agencies and detailed explanation is necessary. The schedule of the meetings is as follows:

March 5 - 6	Nagoya
March 8 - 9	Sendai, Osaka and Fukuoka
March 12 - 13	Sapporo, Takamatsu, Hiroshima
March 15 - 16	Nagano.

Project No 10: Local Government Training

No new developments

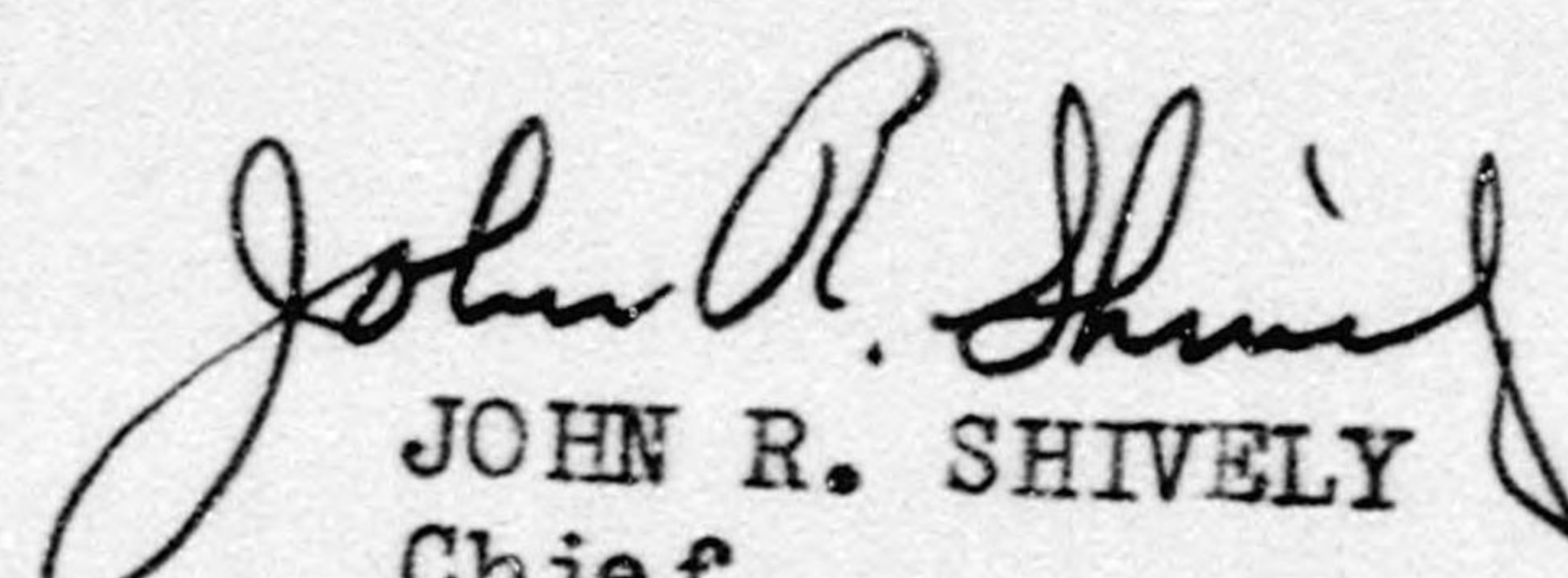
Project No 11: Liaison Between NPA and the Educational System.

No new developments.

Project No 12: Bureau of Administration.

Organization and Planning Section has been at work on a loose-leaf manual which will contain all information needed for personnel management in the government. It is modelled on the Federal Personnel Manual and will perform a similar function. Work is also underway on another manual for NPA personnel only, which will detail all procedures internal to NPA.

I have informed the Library Section that Mr. Luther Steward desires to take full responsibility for the development of an appropriate book-plate for the Hoover Memorial Collection.


JOHN R. SHIVELY
Chief,
Training Branch

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CIVIL SERVICE DIVISION
Government Section

5 March 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division.

SUBJECT : Progress Report -- 22 January-4 March 1951.

Project No. 5: Equity

Several Red purge cases have been heard and the decision on the first case is now in the hands of the Commissioners, awaiting formal action. It is hoped that this decision will establish a precedent having the following effects:

- (1) Convince avowed Communists that their cases are hopeless and therefore might as well be withdrawn.
- (2) Impress action officers with the necessity for having a supportable case against the accused; and
- (3) Assure employees and the public that the rights of falsely accused persons are being protected.

The status of disciplinary appeals as of the end of January was as follows:

Decisions published.....	58
Cases completed but not yet published.....	28
Cases in process.....	6
Appeals accepted but not yet processed.....	35
Appeals received but not yet accepted.....	84

Most of the last items are red purge cases which now total 110 cases, involving 317 persons, an increase of only 3 since the previous month.

The schedule for March calls for approximately 8 hearings per week in Tokyo and circuit reviews at Nagoya, Osaka, Oita, Kagoshima and Hiroshima. This schedule maintains the increased pace established in February.

Project No. 6: National Personnel Council

No new developments.

Project No. 7: Training Programs

A rule covering employee training in the ministries and agencies has been approved by this division and is ready for enactment by the Commission. It encourages training at all levels for the development of efficiency, defines, in general terms, the scope of such training, authorizes cooperation in training between agencies, and requires the keeping of records. The rule will be further implemented by detailed regulations.

5 March 1951

Representatives of NPA are undergoing training in Job Instruction and Job Methods in the TWI program, sponsored by ESS/Labor. NPA was asked to withdraw its candidate for Job Relations Training, due to an unavoidable reduction in the size of the class. Personnel now being trained will perpetuate the instruction, so an NPA candidate can get it on the next round. The only disadvantage will be the lack of prestige of having received the instruction through interpreters from the \$100.00 per day U.S. experts. Actually, the instruction will probably be much improved when adapted to the Japanese situation and given without the delay, confusion, and misunderstanding inherent in the interpreter method.

On February 6, I spoke at the opening ceremony of a training course in fire prevention sponsored by the Safety Section of NPA. More than 90 representatives of various government agencies in the Tokyo area attended the four-day training course. Most of the instructors were borrowed from the National Fire Defense Agency. Training films, demonstrations and a visit to the Fire Defense Research Laboratories were included in the instruction.

The texts and other training aids for a supervisor training course, prepared by the Training Section, are now being carefully reviewed by Mr. Ueno.

On February 27 and 28, Mr. Yanagida and I visited Hiroshima. I spoke to Tax Administration Agency personnel on the subject of the place of recreation in a personnel program and to Hiroshima Higher Court personnel on the elements of a modern civil service system. At Fukuoka I spoke again to Tax Administration Agency and other government personnel. Mr. Yanagida and I also inspected welfare and recreation facilities and activities for public employees in both cities.

Project No. 8: Public Information

Current issues of the NPA Monthly Bulletin contain such materials as observations on U. S. personnel practices, reported by members of the delegation that visited the U.S.; explanations of coming new procedures such as the performance evaluation system; summaries of content of proposed legislation such as the accident compensation law; comments on current practices such as in payroll administration; bibliographies of recent publications in the field of personnel administration; personnel statistics; and equity board decisions.

A folder entitled "Guide to NPA" is now being prepared for distribution at the central and regional offices of NPA to visitors and other interested persons. It will explain the objectives of a modern civil service system in terms of the activities of the NPA.

The Public Information Bureau is now preparing the Annual Report of NPA for 1950. A tentative outline has been submitted for our information.

Project No. 9: Bureau of Efficiency

During the absence of Mr. Kaneko in the United States, Dr. Oiso, Chief of the Health Section, is concurrently acting as Chief of the Bureau, and since the recent transfer of Mr. Ishikawa, Chief of Training Section to become Chief of the new Standards Section in the Classification Division, Dr. Oiso has also become concurrent Chief of the Training Section.

5 March 1951

A detailed regulation to implement NPA Rule 10-1, requiring health examinations has been drafted by the Health Section, with the assistance of the Welfare Ministry and PHW. It has been approved by this office and is ready for enactment by NPA.

The Welfare Section pointed out several unsatisfactory features in the draft of the accident compensation law. The draft did not give NPA sufficient authority to coordinate welfare activities, and in some respects, the draft fell below standards established for private industry in the Workmens Accident Compensation Law. After conferences with Compensation Bureau, Law Bureau, and Attorney-General's Office, satisfactory changes were made.

Rule 10-2, establishing an employee evaluation system, has been enacted by NPA. Grave doubts as to its workability in some respects were expressed by both Mr. Tindale and myself in conferences with the Bureau and with the Commissioners, but it seemed necessary to permit experimentation with a system of some kind, adapted to Japanese needs. The system becomes effective April 1. Meanwhile, numerous conferences are being held throughout the country to explain its procedures.

Project No 10: Local Government Training

NPA Training Section has revised its personnel administration text books to meet the needs of prefectures and cities.

LAA has been holding information meetings in various places throughout the country in preparation for the establishment of local civil service commissions.

Actual training of commissioners and key personnel will be held during the summer months.

Project No 11: Liaison Between NPA and the Educational System.

The University Education for Public Administration Delegation departed by air on 13 February without Professor Tsuji of Tokyo University, whose place was taken at the last moment by the alternate delegate, Professor Hashimoto of Chuo University. Mr. Tindale, who will travel with the delegation in the United States, departed by ship 2 February.

Project No 12: Bureau of Internal Administration

Mr. Okuma, formerly Chief of Employment Investigation Section, has been appointed Chief of Office Services Section, to take the place of Mr. Imai, who went to Osaka as Chief of the Regional Office several months ago.

Changes in NPA Rules and Regulations have been made to permit the creation of a Classification Division within the Compensation Bureau, replacing the Classification Section. This Division has three Sections: Administrative Services Section, Standards Section, and Allocations Section.

5 March 1951

Completion of the new building at Sendai has been delayed because of rising costs, shortage of materials and cold weather. In order to stay within the budget, the size of the building has had to be reduced, but additions can be made sometime later. It should be ready for dedication during April.

NPA has begun to be affected by high costs and shortages of certain materials, particularly paper. Stockpiling and consumption control are being exercised to effect economies.

The recently passed budget for fiscal 1951-52 will necessitate a reduction of staff of 10 positions in NPA. Studies are now being made to determine where those reductions should be made.

The Library has completed the accessioning of all materials brought back from the United States by Director General Sato and his mission. Lists have been compiled and disseminated.

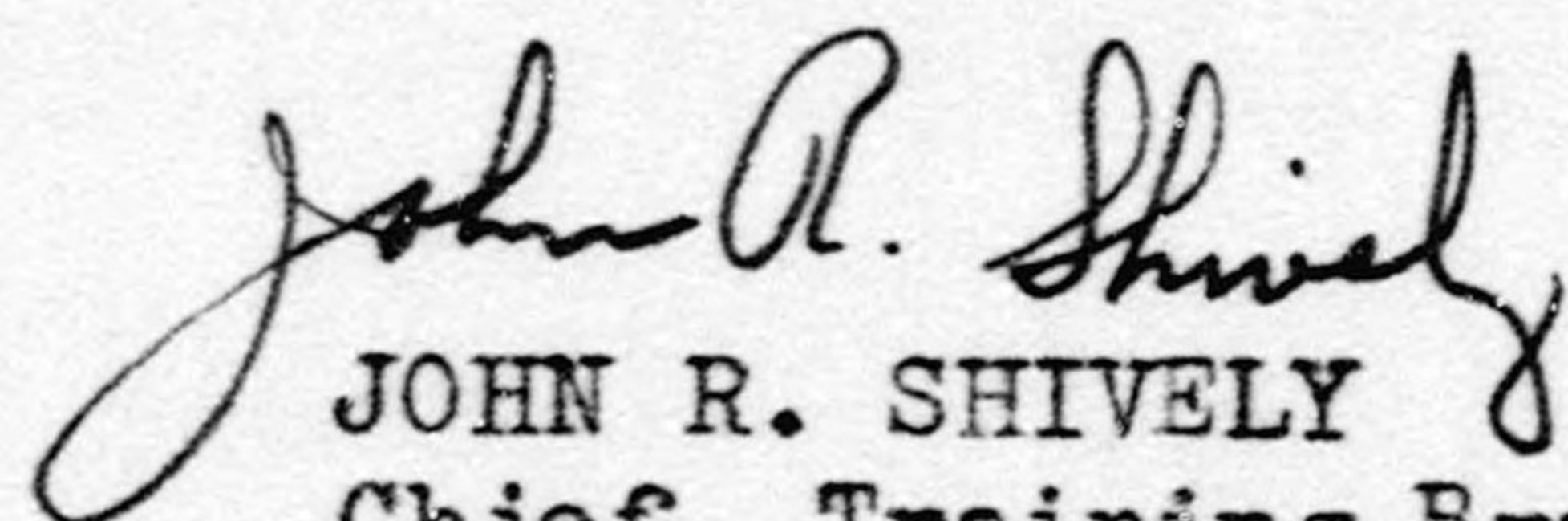
Several designs for a bookplate for the Hoover Memorial Collection are now under consideration.

Compensation Matters

The Accident Compensation draft law has been introduced in the Diet by the Government.

Area allowance revision studies are continuing, but no recommendation will be made until after the local election in April.

Work on a draft of a pension law along the lines of the Meyers recommendations is continuing, and it is hoped that it will reach the Diet this session.


JOHN R. SHIVELY
Chief, Training Branch

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CIVIL SERVICE DIVISION
Government Section

3 March 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division.

SUBJECT : Weekly Progress Report, 24 February--3 March 1951

Project No. 13: Bureau of Recruitment

the week: 1. Appointments reviewed by Examination Section during

	<u>Approved</u>
Under Rule 8-1	6
Under Rule 8-11	5

2. Successful candidates of the following examinations will be announced during the current month:

X24 Grade 4 Entrance (Clerical)
X25 Police Entrance
W20 Tax Assistant and Trainee
W21 Postal Service Grade 4

The first test of the Maritime Safety Trainee Examination will be held this coming week-end.

3. The Recruitment Sub-committee has been studying the views of various Agencies on the proposed new appointment system and will report their conclusions to the Personnel Council on Wednesday 7 March.

4. The examination program for the fiscal year 1951-52 is under discussion and will be reported soon.

5. A monthly report of requisitions and appointments by the various agencies has been received. The report covers Grade 5 and 6 administrative and professional positions, positions designated under Article 9, and certification of Maritime Safety Board personnel.

6. Activities of the Transaction Section for the week are summarized as follows:

	<u>Application</u>	<u>Approved</u>	<u>Pending</u>
Concurrent Appointment	26	61	35
Articles 103, 104	9	13	4
Part-time Employment	177	454	93
Conditional Appointment	1	1	1

There were 5 cases (8 persons) of written certification of delegation of appointing power. Personnel action reports totalled 15,512.

3 March 1951

7. Mr. John Sato returned this week from accompanying an NPA team which held conferences on the subject of the new appointment system, promotional examinations, etc., in Kyushu. Mr. Speicher intends to accompany another team to Hokkaido this week on a similar mission.

Project No. 14: Bureau of Personnel

1. A round table conference of former NPA personnel now serving with other Agencies was held on 24 February. Director-General Sato, and officials of the Efficiency Bureau and the Personnel Bureau participated.

2. A study of performance evaluation during the period of conditional employment will be made from 2 March to 12 March. The subjects are to be all members of the regional offices except Tokyo Regional Office, and office chiefs, and section chiefs of the regional offices.

3. The medical office was moved to new quarters (Room 163), the former office is being remodeled as an X-ray room.

4. The account audit of the Mutual-Aid Associations of Sendai and Sapporo was completed last week.

5. The Bureau of Personnel has collected an assortment of basic material on personnel standards, classification, etc., to be sent to Okinawa to assist in the establishment of the public personnel system there.

Project No. 15: Bureau of Investigation

1. Employment Investigation Section reports investigations in connection with five recent or current examinations.

2. Investigations are being made of persons expected to be employed by the Ministry of Foreign Affairs, and by NPA, at the request of those agencies.

3. Finger-printing activities for the week include the collection of, classification and identification of finger-print records for five Recruitment Bureau examinations.

4. Field investigations are being carried on in the cases of four employee organizations.

5. Violations Investigation Section reported routine activity during the week.

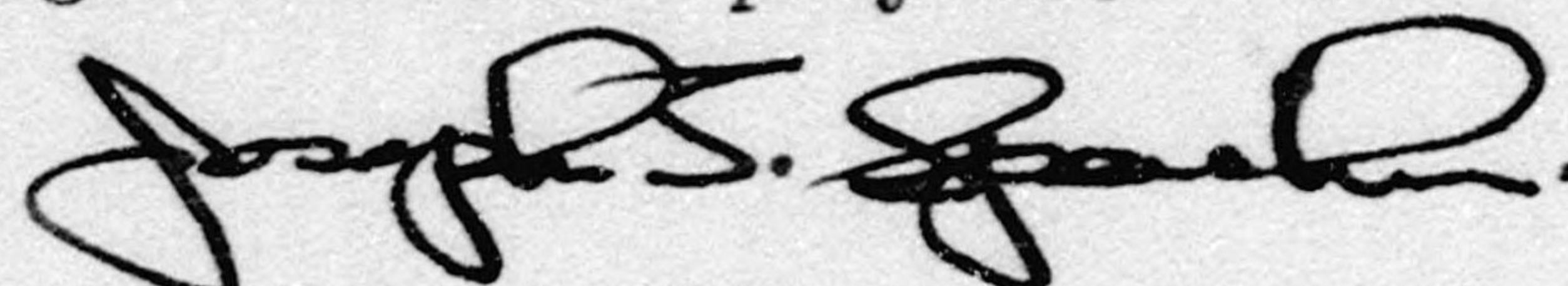
Memo for Mr. Shirven

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3 March 1951

Project No. 15: Current Legislation

1. Although an expression of dissatisfaction was made regarding two bills, Civil Service Division did not disapprove them because they appeared to violate no basic SCAP policy. The bills had to do with the scope of teachers' organizations in the local areas, and with modification of separation allowances of government employees.



JOSEPH L. SPEICHER
Chief, Examination Branch

Attached: Informal memorandum given to Recruitment Bureau for discussion purposes.

6 Feb 51

SOME POSSIBLE LINES OF DEVELOPMENT FOR RECRUITMENT BUREAU, NPA

1. Extension of the Areas for Entrance Examinations:

NPA, being responsible for recruitment in all fields of employment in the regular service, should constantly strive within the limits of its facilities to extend the present partial examination coverage. This can be done partly by delegation of certain functions to the Agencies, and partly by increased activity of NPA itself. The latter can be assisted by (a) increasing the role of the NPA regional offices, and (b) by taking advantage of improved techniques such as the development and maintenance of batteries of standardized aptitude tests or sub-tests.

2. Tie-in of Examinations with Position-classification:

Upon implementation of the position-classification plan, and in anticipation of it, definite plans should be developed for utilizing the class specifications and other information in the development of test plans. The position-classification data should also form the foundation for orderly transfers, promotions, and demotions - and a standard method for their use should be prepared.

3. Establishment of Special Examining Boards:

As NPA actually assumes more and more of its responsibility for all recruiting it will need to establish, on a permanent basis, a considerable number of special examining boards, particularly in the professional and technical fields. These boards should develop the plan and content of appropriate tests and administer them under NPA standards and control. These boards will be necessary for both entrance and promotional examinations.

4. Expansion of the Role of the Regional Offices in Discovering and Filling Local Needs:

Much of the examination burden of the NPA central office can be lightened through increased use of strengthened regional offices. These offices should be equipped so as to be able to survey and determine the personnel needs of the various Agencies in their jurisdiction, and to plan and administer examinations, and establish registers, in cases where the regional offices could do the job most effectively. It is understandable that the lack of trained personnel is a present handicap - but every effort should be made to develop the regional offices into more useful recruitment agencies.

5. Strong Training Programs in the Agencies:

When the personnel system has been fully established, the Agencies themselves will find many functions delegated to them to be administered under NPA standards. To the degree that such decentralization is to be effective,

the personnel of the Agencies must be trained in the techniques needed and educated in the purposes of the merit system. Some part of the programs relating to entrance and promotional examinations, position-classification, service ratings, etc. will be performed in the Agencies. It is therefore necessary to train carefully not only those who will directly participate in the work, but also those who will be less closely involved. The attitudes of this latter group are very important, and a sympathetic, cooperative attitude almost always rests upon a clear understanding of the aims and procedures of any program. Delegation of functions is essential, but they can only be delegated to organizations or individuals who are capable and willing.

6. Standardization and Validation of Major Examinations:

For examinations which are to be given only once it is probably not feasible to undertake elaborate standardization or validation studies (although often such examinations can be made up partially of previously standardized and validated sub-tests from the test files). However, in important and frequently recurring examinations such as the police and the intelligence sections of the general entrance examinations, both standardization and validation should be made.

Standardization in test administration and scoring has been fairly well achieved, but definite normative data should be developed and utilized in future test construction.

Validation of civil service tests is more difficult to achieve, but much can be done - a beginning, though a small one, has been made in the case of the police tests. The crucial problem is finding a satisfactory criterion (or criteria) which itself has both validity and reliability. A comprehensive survey of the various types of criteria available or attainable in various fields would be a fruitful foundation for a general NPA test validation program.

Since certain types of tests are comparatively new in Japan, it is very important that studies be made to determine just what they measure and how well. We must not depend on the fact that analogous tests were used in the United States, and perhaps validated there.

A caution might be added here: In any validation study the purpose should not be to find what statistical devices will yield the highest validity coefficients, but to discover the weakest elements of a test and replace them with something better.

7. Research on New and More Appropriate Written Test Material:

Of course, until validation data is available one cannot speak with much sureness concerning the value of any specific types of test items. However, I feel that improvement can be made in NPA tests, particularly in the intelligence tests.

There is a tendency to construct long, complicated items, unnecessarily wordy and unnecessarily clumsy in making clear the basic problem. This tendency has not abated much in spite of considerable experience. The test writer should have clearly in mind just what he wants the item to measure, and then frame the item so it will measure that quality in the simplest, most direct manner.

New types of test material should be more actively sought. Clerical test material, certainly, could be made more appropriate to the kinds of tasks actually performed in Japanese offices.

Although it would be well to increase the general variety of test items available, it would be advisable, in most instances, to reduce the number of kinds of items in any one test. Too many varieties of items in one test often permits inclusion of inappropriate material, and also, the number of items of any one type is so small as to severely limit statistical analysis of them because of lack of reliability.

8. Intra-Bureau Training:

No doubt a considerable amount of such training, formally or informally, is being carried on. The only point to be made here is that there should be constant improvement opportunities for all employees - not only for the key men. Members of the Research Unit, for example, might develop a training course in more advanced test construction for all members of the test construction units. Every member of the Bureau should have the opportunity to receive training or information, as available, about the latest developments in the field in which he is working.

9. Training Aids for Agencies and their Regional Offices:

Because the Agencies will necessarily perform examining functions delegated to them by NPA, it is essential that their personnel be adequately trained. One useful aid in such training is the use of attractively edited booklets or manuals presenting the basic facts and principles of the work to be done. There might be a pamphlet on "Written Entrance Tests", or "Promotional Examinations" or "Oral Interviews", etc. These publications should be written in a style easily understood, with plenty of illustrative material - but technically sound and helpful.

10. Improvement of Rating Procedures:

Oral interviews, as a rule, have rather low reliability and this can be made much poorer even by the use of inadequate instruments and methods. It is likely that present NPA rating procedures have unsatisfactory reliabilities. The problem can be studied from two points of view:

(a) Are the traits to be rated such that a satisfactory degree of reliability can be attained, or are the traits rather abstract and unadaptable to objective measurement?

(b) Do the raters have identical standards for judgment, usually gained only through training and carefully designed instructions? A study of data on hand by the Research Unit will reveal to what degree both of these factors are weak at the present time and will open the door for specific corrective action.

11. Expansion of the Personnel Reporting System:

The expansion of the reporting system to cover all grades is handicapped by limitations of personnel and space. Yet it must eventually come about, and planning now is feasible. Since the expansion must come about largely through agency and regional office participation, training on this matter might be coupled with that planned in connection with examinations.

12. Development of the Research Unit:

To some extent the program of the Research Unit appears too academic. A long-range research program must, of course, contain considerable "academic" study - and this is not the subject of criticism. However, the academic, abstract element of the program should not overshadow other goals of a research organization: These are, to mention only two or three:

(a) The duty to make practical studies on current examination problems. If concrete problems are not attacked, the pursuit of abstract problems will yield little or nothing of value. The unit is working on some practical problems, but it is likely that too little emphasis is being put on this very important work.

(b) A training duty. A research unit such as this must constantly make available its findings to others who can use them. The unit must never lose close working contact with the rest of the organization if it is to judge properly the kinds of research needed, and to transmit effectively the results of its study to those who are to use them.

(c) The duty to explore new methods of approach, new kinds of material, and new concepts in the field of personnel selection.

The researches undertaken should be weighed in the light of their relevancy and importance to the main work of the Examination Section. For example, problems of group testing are more relevant than those of individual testing; problems of personnel psychology are more relevant than problems of clinical psychology; problems urgent in Japan are more relevant than problems urgent in some other part of the world.

Flexibility of organization should permit the calling in of personnel from outside the unit for temporary duty whenever that would add to the success of the program.

13. Cooperation with the Educational System:

A system should be developed whereby NPA (and others) set up a statistical study of the types of personnel needed from year to year in various fields, and the type of training in school which would most effectively aid them after graduation. Collaboration with the educational authorities would permit planning both the numbers of students in given fields, and a realistic course of training related to the work they expect to do after graduation. Such a system would make available year by year a smooth flow of properly trained graduates ready for entrance into the government service with a minimum of dislocation and retraining.

JOSEPH L. SPEICHER
Chief, Examination Branch

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GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

26 February 1951

MEMORANDUM FOR: Mr M. N. Shirven, Chief, Civil Service Division

SUBJECT: Weekly Progress Report, 17-24 February 1951

Project No. 13, Bureau of Recruitment

1. The following number of appointments were reviewed by the Examination Section during the week:

	<u>Approved</u>	<u>Disapproved</u>
Under Rule 8-1	3	0
Under Rule 8-11	42	7

2. The number of successful candidates whose names were placed on the eligible list for Assistant Court Secretary and Assistant Juvenile Inspector is as follows:

<u>Assistant Court Secretary</u>	<u>Assistant Juvenile Inspector</u>
Grade 5.....398	A..... 3
Grade 6.....182	B.....27
	C.....64
	D.....25

3. A description of the evaluation procedures to be used under Rule 8-11 after 1 September 1951 was presented for discussion. The method is basically Procedures 1 and 2 of the U. S. Civil Service Commission for the evaluation of training and experience.

4. Activities of Transactions Section:

	<u>Application</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointment	46	52	70
Articles 103, 104	11	9	8
Part-time employment	10,361	10,620	136
Conditional appointment	0	0	1

Personnel action reports numbered 5,877.
Written certification of delegation of appointing power numbered 12 cases involving 24 persons.

26 February 1951

5. Arrangements have been made with Recruitment Bureau for the collection of materials to assist the development of a merit system in the Ryukyus.

Project No. 14, Bureau of Personnel

1. The following appointments in NPA were announced by Staff Recruitment Section:

ONOUSHI, Yukio	:	Acting Chief, Position Classification Division.
OTAKE, Masao	:	Concurrently Chief, Administrative Services Section, Position Classification Division.
ISHIKAWA, Makoto	:	Chief of Standards Section, Position Classification Division.
YATOMI, Kenshi	:	Acting Chief, Allocations Section, Position Classification Division.
OISO, Toshio	:	Chief, Training Section, Efficiency Bureau.

2. A report showing the amounts of annual and sick leave taken by NPA employees for the calendar year 1950 is summarized here:

<u>Organization</u>	<u>Annual Leave per Capita</u>	<u>Sick Leave per Capita</u>
Director General's Office	11.8 days	16.6 days
Recruitment Bureau	14.9	16.1
Compensation Bureau	14.6	17.2
Equity Bureau	13.6	7.5
Efficiency Bureau	15.3	12.2
Investigation Bureau	12.4	7.7
Public Information Bureau	11.9	29.0
Law Bureau	12.6	21.0
Administration Bureau	11.5	11.8
Personnel Bureau	10.2	4.3
NPA Average	13.6	14.3

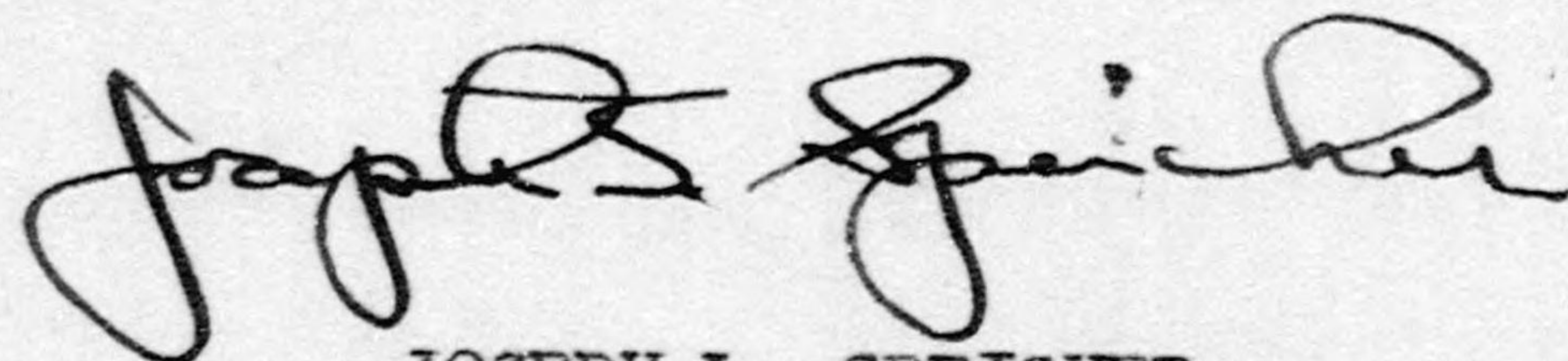
3. Two training programs for NPA employees are set up for early March. One is for clerks and the second for supervisors.

4. The Mutual Aid Association in the Sendai and Sapporo Regional Offices are scheduled for inspection 22-28 February.

Project No. 15, Bureau of Investigation. Report postponed until next week.

Project No. 16, Current Legislation. No report.

Project No. ., Position Classification Division. Collection of job specifications and allocation of positions in the Medical Group this week were 100 and 300 cases respectively.



JOSEPH L. SPEICHER

Chief, Examination Branch

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GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

21 February 1951

MEMORANDUM FOR: Mr M. N. Shirven, Chief, Civil Service Division

SUBJECT: Weekly Progress Report, 10-17 February 1951

Project No 13, Bureau of Recruitment

1. Planning and Control Section has submitted an outline of the policy for administering entrance examinations for the coming fiscal year. It envisages roughly 400,000 candidates competing for about 27,000 positions. The Table of Expenses which accompanies the report compares the amounts spent last year with those planned for the next year, as follows:

	<u>1950</u>	<u>1951</u>
Miscellaneous Allowances	¥ 3,600,000	¥ 3,929,900
Traveling Expenses	12,530,000	7,049,500
Furniture and Equipment	3,499,000	3,381,600
Working Expenses	24,500,000	42,093,400
Food Expenses	<u>1,000,000</u>	<u>705,000</u>
Total	¥ 44,000,000	¥ 57,160,000

2. Status of current examinations:

Diplomats and Consuls: Successful Candidates announced:

English.....13
 French 3
 German 1
 Chinese..... 3

Chancellors: Successful Candidates:

English.....12
 French 1
 German 2
 Chinese..... 2
 Spanish..... 1

Grade 4 Entrance:

The oral examination was administered 13-17 February.

Tax Administration (General Revenue Officials)

Successful candidates announced 15 February

Sapporo.....47	Hiroshima.....122
Nagoya.....162	Fukuoka 137
Osaka.....681	Total....1,149

3. Discussion was held with Recruitment Bureau officials concerning plans for an examination to select the additional 20,000 persons likely to be added to the National Rural Police.

Project No. 14. Bureau of Personnel

1. The Bureau of Personnel has requested our assistance in obtaining an Independent Mutual Aid Association for NPA. At present it is under the Prime Minister's Offices' Mutual Aid Association because when the M.A.A. law was passed the Temporary National Personnel Commission was under the Prime Minister's office. The arrangement appears to be financially disadvantageous for NPA. Contact is being made with SCAP counterparts of the Maritime Safety Board and the Forestry Agency who have analogous grievances.

2. A report covering the retirement allowances paid to the former NPA employees (1 June to 31 December) is summarized as follows:

Number of persons retired.....	46
Persons issued retirement allowance.....	41
Amount of allowances.....	¥ 128,099
Average per capita allowance.....	¥ 3,125

3. The following Section Chiefs were appointed under Paragraph 9 of Rule 8-11:

OKUMA, Jiichi - Chief of Offices Service Section. Administration Bureau (formerly Chief of Employee Investigations Section, Investigation Bureau)

TONOMI, Toshio - Chief of Employee Investigations Section, Investigations Bureau (formerly Chief of Violations Investigation Section, Investigations Bureau)

KOBAYASHI, Yasuyuki - Chief of Violations Investigations Section, Investigation Bureau (formerly attached to Violations Investigations Section, Investigations Bureau).

Project No. 15. Bureau of Investigations

1. The activities of the Investigations Bureau, including the Employment Investigations Section, Violations Section, and Watchtower Unit continued along usual lines during the week, no unusual developments being reported.

Mr Shirven

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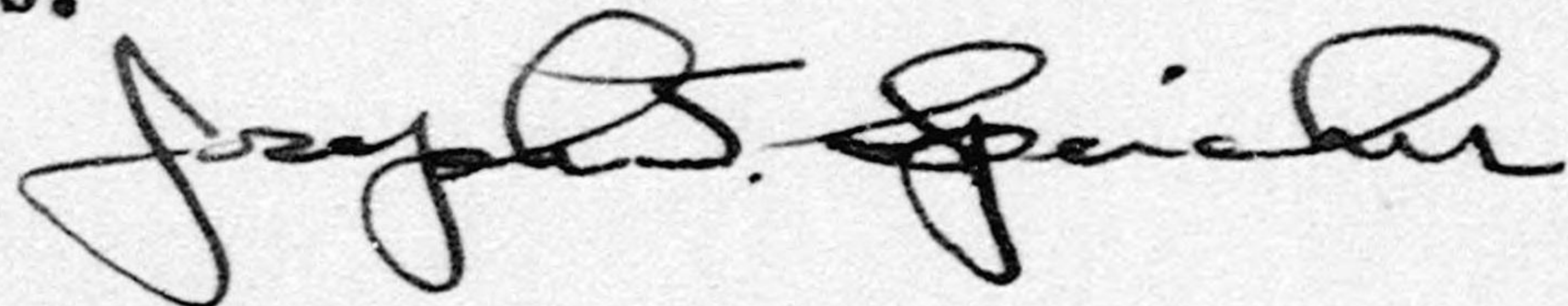
21 February 1951

Project No. 16. Pending Legislation

1. A conference was held with Mr Sone, at his request, House of Councillors member and member of the Central Executive Committee of the Social Democratic party, relative to two proposed amendments to the Educational Public Service Law. The former bill of amendments which was disapproved by Government Section has been dropped and a new bill substituted. The new bill omits practically all of the matter deemed against SCAP policy and concerns itself only with the length of sick leave for tubercular teachers, and with the scope of teachers' organizations at the local level. CSD will not disapprove these proposals since they appear not to involve any basic SCAP policy.

Project No. . Position Classification

1. Mr Onouchi's weekly report tells of a conference of Classification Officers of the various agencies at which various classification matters were discussed.
2. Satisfactory progress is reported in the collection of job specifications and the allocation of positions.



JOSEPH L. SPEICHER
Chief, Examinations Branch

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CIVIL SERVICE DIVISION
Government Section

12 February 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Weekly Progress Report 3-10 February 1951

Project No. 13: Bureau of Recruitment

1. Review of appointments

	<u>Approved</u>	<u>Disapproved</u>	<u>Held</u>
Under Rule 8-1	3	1	1
Under Rule 8-11	17	1	0

2. Activities of Transactions Section:

	<u>Disapproved</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointment	34	24	72
Articles 103, 104	6	6	6
Part-time appointment	290	182	150
Conditional appointment	1	2	0

Written certification of delegation of appointing power for the week totaled 9 cases involving 24 persons.

Personnel action reports	9,400
Service record card	198

3. A statement of the general outline of the examination policy for fiscal year 1952 was presented for discussion. A more detailed statement will be available within a week.

Project No. 14: Bureau of Personnel

1. Staff Compensation Section states that announcement of class specifications for all NPA occupations will have all been announced by the end of February. Group and occupation titles, code numbers, bureaus and sections concerned, and the announcement dates are contained in a report now in our files.
2. Written comment was presented on the desire of NPA to have its own Mutual Aid Association rather than coming under the Prime Minister's Office as it does now. This will be a subject of discussion later this week.

Project No. 15: Bureau of Investigation

1. Employment Investigation Section reports progress in the investigation of candidates for the Court Clerk (W15-18), Tax Employee (W19), Foreign Office (X22-23), and Maritime Safety (W7-11 and W-12-13) examinations.
2. Finger-print collection plans are underway for candidates of the Grade 4 entrance, Tax Administration trainee, and Postal Services Examinations.
3. Violations Investigation Section reports investigation on one case completed during the week and three to be continued. Fifteen investigations in connection with disadvantageous action were undertaken or completed during the week.

Project No. 16: Current Legislation

1. See Memorandum for Record 12 February 1951 concerning proposed amendments to the Educational Public Service Law.

Project No. : Position Classification

1. A report was received from Mr. Onouchi outlining the present status and future work of the position-classification plan.



JOSEPH L. SPEICHER
Chief, Examination Branch

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GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

6 February 1951

MEMORANDUM FOR: Mr Shirven, Chief, Civil Service Division

SUBJECT: Weekly Progress Report, 27 January-3 February 1951

Project No 13, Bureau of Recruitment

1. Review of appointments during the week:

	<u>Approved</u>	<u>Disapproved</u>	<u>Held</u>
Under Rule 8-1	3	1	1
Under Rule 8-11	17	1	0

2. Applications received for the W21-22 Postal Service examination have exceeded previous estimates.

For Class A (Indoor) Work	67,000
For Class B (Outdoor) Work	<u>25,000</u>
Total	92,000

3. The weekly meeting with the Research Unit was devoted to a discussion of topics prepared several days prior. It included consideration of problems of determining the reliability of ratings used as validation criteria; tests of adult intelligence; and tests of scientific aptitude.

4. Planning and Control Section had forwarded a report on the requisition of Grade 6 personnel by the various agencies between 25 December 1950 and 13 January 1951.

5. The following statement was prepared as a brief exposition of the NPA Commissioners' policy concerning the termination of the S-1 eligible lists. It was presented to Recruitment Bureau for approval or disapproval on the basis of accuracy. It was approved as representing the NPA policy and will be used for informational purposes with SCAP Sections or others who may inquire.

A separate memorandum to Mr Rizzo discusses the matter in more detail and presents Examination Branch's attitude and recommendations.

Termination of Eligible Lists of the Examination for Higher Government Officials

On 26 January 1951 the National Personnel Authority declared the eligible lists of the examination for higher government officials terminated. Filling of future vacancies in the designated positions will be made under the promotional examination system.

Mr Speicher

- 2 -

6 February 1951

The permanent promotional examination system is intricately tied-in with the position-classification system which will not be implemented until the last of August. Therefore, an interim promotional system is being adopted. For the next several months it is this interim system which will be used for filling vacancies in the designated positions.

Under the interim system, when a vacancy occurs, the agency involved will select five candidates for consideration, and their names will be presented to NPA. The qualifications of these five candidates will be evaluated jointly by NPA and the personnel officials of the Agency. The evaluations will then be submitted to the appointing officer.

The reason for the consideration of five candidates for each position rather than all qualified candidates lies in the lack of a sufficient number of trained evaluators at the present time. However, as the evaluations proceed and the Agency personnel officials become more skilled and more numerous, the number of candidates to be considered for each vacancy will be increased. It is expected that then the permanent system is installed there will be sufficient trained personnel to evaluate 100 percent of all qualified candidates, and the selection will be on a completely competitive basis.

The eligible lists for the designated positions were declared terminated at this time primarily because they had, in general, become exhausted or had badly deteriorated in the year since the examination was held. Moreover, within that period, new and competent officials have become qualified in terms of experience and training and should not be barred from consideration.

Project No 14, Bureau of Personnel

1. The Staff Compensation Section reports the following average compensation figures under the new pay law, as of 1 January 1951:

Base pay	¥ 6,162
Family Allowance	507
Area Allowance	<u>1,594</u>
Total	¥ 8,263

2. A report from the Staff Efficiency Section relative to the housing desires of NPA employees is summarized here:

- (a) Employees wishing to occupy quarters for married men. 61
- (b) Employees who wish to occupy quarters for unmarried men (including 3 female employees) 35
- (c) Unmarried employees who wish to occupy quarters for married men (including 2 female employees) 28

Mr Speicher

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6 February 1951

Project No 15, Bureau of Investigation

1. The "review and analysis" historical narrative has been received in its first draft and is being studied.

2. Collection of investigation reports and fingerprinting is being carried on normally for current examinations including those for Court Clerks, Foreign Ministry personnel, Tax employees, Maritime Safety Board, Postal Service and others.

3. Violations Investigations Section's report lists a large number of projects, including those of the Watchtower Branch.

Project No 16, Current Legislation

No report this week.



JOSEPH L. SPEICHER
Chief, Examination Branch

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GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

30 January 1951

MEMORANDUM TO: Mr Tindale, Acting Chief, Civil Service Division

SUBJECT: Weekly Progress Report, 20-27 January 1951

Project No 13, Bureau of Recruitment:

1. Appointments reviewed by the Examination Section during the week were:

	<u>Approved</u>	<u>Pending</u>
Under Rule 8-1	4	1
Under Rule 8-11	3	0

2. Applications for the Tax Employee, Grade 2 Entrance Examination (W20) totaled 64,595 on 19 January, the end of the period for accepting applications. The estimated number of successful candidates to be placed on the eligible list is 3,000.

3. The attendance at the Grade 4 (X-24) Entrance Examination held 11-14 January is summarized as follows:

<u>Regional Office</u>	<u>Applicants</u>	<u>Number Attending</u>	<u>Percentage Absent</u>
Sapporo	5,300	3,635	31.4
Sendai	16,088	12,606	21.6
Tokyo	32,232	24,498	24.0
Nagoya	12,227	9,542	21.9
Osaka	9,390	6,963	25.8
Hiroshima	11,911	9,298	21.9
Takamatsu	6,244	4,650	25.4
Fukuoka	<u>16,741</u>	<u>13,014</u>	<u>22.1</u>
TOTAL	110,133	84,206	23.5

4. The application for X-25 Police Entrance Examination to be held in the first week of February are as follows:

NRP and MP	10,064
Imperial Guards	<u>1,639</u>
Total	11,703

5. Transaction Section Activities:

Mr Speicher

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30 January 1951

	<u>Applications</u>	<u>Approved</u>	<u>Pending</u>
Concurrent appointments	81	26	117
Article 103, 104	13	19	7
Part-time employment	211	262	40
Conditional appointment	0	1	0

Personnel action reports.....17,613
Service record cards..... 1,310

6. NPA announced termination of the S-1 eligible lists and an interim procedure for filling vacancies in designated positions through joint evaluation of a limited number of candidates. The policy was announced without prior consultation with CSD. Meetings were held with members of Recruitment Bureau, Mr Yamashita, and the full commission and Mr Sato concerning the action. A separate memorandum of 27 January discusses the situation.

Project No 14, Bureau of Personnel

1. A report has been received presenting the within-grade step rate advancement under the revision of the pay law. In NPA there were a total of 459 advances, more than one-half being in pay-grade six.

2. An in-service training course was held on 25 January for employees engaged in work relating to correspondence and archives. Lecturers were members of the staff of the Organization and Planning Section, Bureau of Administration.

3. Detailed reports have been received, and are on file, of the activity of the Medical and Dental clinics for the last quarter of calendar year 1950.

4. The turn-over rate for the week was .08 %.

There were no separations.

Project No 15, Bureau of Investigation

1. Employment and Violations Investigation Sections reported routine activities with no unusual developments.

Project No 16, Current Legislation

No report this week.



JOSEPH L. SPEICHER
Chief, Examination Branch

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GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

23 January 1951

MEMORANDUM FOR: Mr T. K. Tindale, Acting Chief, Civil Service
Division

SUBJECT: Weekly Progress Report, 6-20 January 1951

Project No. 13, Bureau of Recruitment

1. Status of current examinations:

- a) Grade 4 General Clerical Entrance Examination (X-24): The written intelligence and aptitude tests were administered in some 50 centers throughout Japan on 11-14 January. There were 110,064 applicants, of whom approximately 75 percent appeared for the examination. The successful candidates for the 5,000 or so vacancies will be announced in mid-March.
- b) Diplomats, Consuls and Chancellors Examination (X-22,23): The oral test and medical examinations were given in Tokyo on 10-13 January. Successful candidates will be announced shortly.
- c) Fifth Police Entrance examination (X-25): Applications are being received, but not in as large numbers as for previous police examinations.
- d) Tax Official, Tax Grade 4 and 5, examination (W-19): The written test component of the examination was administered on 10-13 January.
- e) Postal Administration examination (W-21-22): Receipt of Applications was begun on 16 January.
- f) Assistant Court Secretary and Assistant Juvenile Investigator examinations (W-15, 18): Oral and physical tests are scheduled to be given this week-end.
- g) Tax Assistant and Tax Trainee examination (W-20): The written examination is to be administered on 28 January at about 50 centers.
- h) Maritime Safety Trainee examination (W-22): The draft of the announcement is being reviewed by this branch. Plans call for reception of applications from 1-20 February, with the written test to be administered on 11 March, and the training courses to begin 25 April. Students for three branches are to be selected:

Mr Tindale

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23 January 1951

Maritime Safety Academy (4 year course) 120 trainees
Hydrographic Department (1 year course) 15 trainees
Lighthouse Department (1 year course) 50 trainees.

The examination will be administered in 9 centers and is expected to attract approximately 10,000 applicants.

2. The policy on a promotional system as drawn up by the NPA Commissioners and the Recruitment Bureau is under study by this branch.

3. A study of the demand for Grade 4 entrance personnel indicated eligible lists of the following magnitudes for the various regional offices:

Sapporo	280	Osaka	790
Sendai	480	Takamatsu	290
Tokyo	2,120	Hiroshima	440
Nagoya	540	Fukuoka	510

4. A detailed report of certification activities at Grades 5 and 6 has been received from Planning and Control Section, NPA, and is in our files.

5. Transaction Section, NPA, reports the following activity for the past two weeks:

	4-11 January			12-18 January		
	<u>Application</u>	<u>Action</u>	<u>Pend.</u>	<u>Application</u>	<u>Action</u>	<u>Pend.</u>
Concurrent Appointments	225	30	236	55	229	62
Articles 103,104	9	6	20	5	12	13
Part-time Employment	482	298	251	8,765	8,925	91
Conditional Appointment	0	1	0	2	1	1

Total personnel record actions were 6,773 and 11,387 for the two weeks, respectively.

Project No. 14, Bureau of Personnel

1. A report of the finger-printing of NPA personnel has been submitted by the Staff Recruitment Section. For the central office, 1,151 employees were anticipated, of whom 903 attended and 248 were not available.

Mr Tindale

- 3 -

23 January 1951

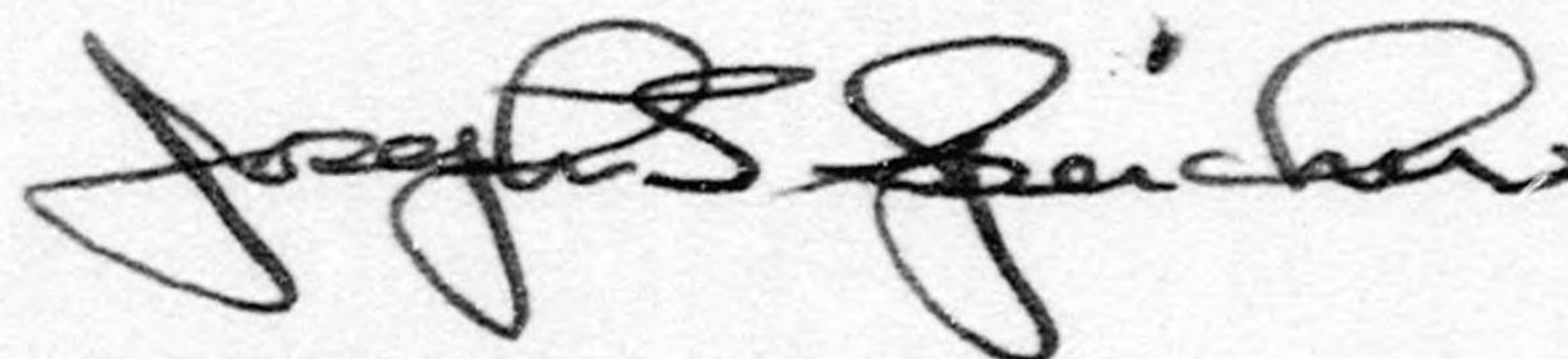
2. A report, as of 1 January, regarding NPA staff compensation indicates that 1,300 employees received a total of 8,025,250 yen or an average salary of 6,173.27 yen.
3. Motion picture sequences were taken by Riken Film Co of the Square Dances and Medical facilities of NPA. The results will be shown as "cultural news" under the provisional title of "Democratized Government Offices".
4. Patronage of the Medical and Dental clinics for the period of this report showed no unusual or significant trends.

Project No. 15, Bureau of Investigation

1. The regular report of the Investigation Bureau and its component sections shows activity on many projects. However, inasmuch as most of the activity was of a routine nature, they will not be listed here. The original report is kept in Examination Branch files and may be referred to.

Project No. 16, Current Legislation

1. Proposed amendments to the Local Autonomy Law, Police Law, Fireman's Law, Local Tax Law, etc., made necessary by the enforcement of the Local Public Service Law, were received from Political and Parliamentary Division, studied by Mr Tindale and Mr Sato, and returned with CSD concurrence.
2. Proposed partial amendments to the Social Education Law and the Law for Special Regulations concerning Educational Public Employees were received from Parliamentary Division and are under study.
3. A draft of a bill prepared by Fair Trade Practices Division, ESS, is under study, especially to determine whether or not its effect would be to place part-time consultants, advisors, et al, in the Special Service under the Prime Minister's office.



JOSEPH L. SPEICHER
Chief, Examination Branch

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CIVIL SERVICE DIVISION
Government Section

22 January 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Progress Report - January 15 - 21.

Project No 5 : Equity

The first hearing of a Red purge case opened in Osaka on the 16th, with Mr. Yagura in charge. The Japanese press is giving the case considerable attention since it is considered a test case and the appellants are being represented by several well known Communist leaders.

The schedule for February calls for approximately 9 hearings per week in Tokyo and circuit reviews at Nagoya, Sendai, Nagano, Yamaguchi, Fukuoka and Tokushima. This schedule is at least twice as heavy as anything previously attempted. Two additional rooms at NPA have been pressed into service to supplement the two hearing rooms now in use. At the present rate, Mr. Maruo estimates that it will take until October to clean up the Red purge cases.

Project No 6 : National Personnel Council

By amendment to the rules, NPA has increased the size of the National Personnel Council by three members, representing the Radio Regulatory Commission, the Tax Administration Agency, and the Maritime Safety Agency, and has changed the frequency of meetings from once every two weeks to once a week because of the activity and interest shown by the member agencies.

Project No 7 : Training Programs

Drafts for rules covering employee training in the agencies and for a regulation providing for reporting on such training have been approved by this Division. The regulation provides for recording the training in the individual's service record, reporting the content of major training programs to NPA, and annual statistical reports of training.

Project No 8 : Public Information

No new developments.

Project No 9 : Bureau of Efficiency

Mr. Kaneko was in Nagano last week to attend the inaugural meeting of the Nagano Local Personnel Council. Nagano is one of four cities in addition to those having NPA regional offices where such councils have been or are being organized. The other cities are Kanazawa, Niigata, and Kofu.

Mr. Shirven

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22 January 1951

The health section has just published a 111 page statistical report on a survey of long term illness among government employees. The data includes breakdown by agencies, age groups, sex, illness, pay grade, pay schedule, number of dependents, duration of illness, etc. These data should be of tremendous value in planning health and compensation programs.

Project No 10 : Local Government Training

No new developments.

Project No 11 : Liaison Between NPA and the Educational System

Mr. Tindale was in Osaka on the 18th and met the Kansai area members of the University Education for Public Administration delegation to discuss details of the survey they plan to make in the United States. Professor Royama and Mr. Kaneko had also traveled to Osaka for this meeting. A similar meeting with the Kanto members of the delegation was held in Tokyo the previous week.

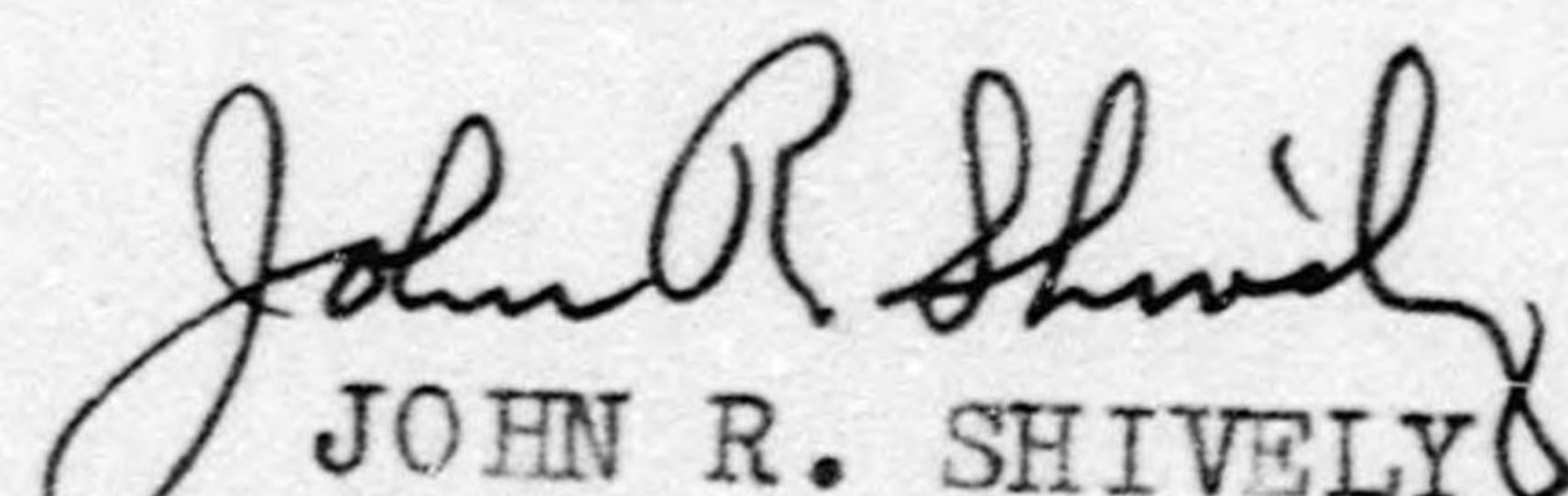
Project No 12 : Bureau of Internal Administration.

The Organization and Planning Section is working on the preparation of two loose-leaf manuals. The first is to be ready for publication by mid-February, and is a Personnel Administration Manual, similar in purpose and form to the United States Federal Personnel Manual. The other, for use only within NPA, will be an organization policy manual, describing the internal procedures in NPA. It also will be ready in February. Already published and in use throughout NPA, is an employee handbook, a pocket notebook, containing useful information for NPA employees, such as health and fire prevention precautions, instructions for answering telephones and handling visitors, a guide to orthography and literary style in the preparation of documents, and general advice on conduct becoming a public servant and employee of NPA. Interesting portions of this handbook are being translated for our files.

Training and filing and the handling of documents under the new system was held for representatives of the regional offices at NPA during the week.

The new regional office at Hiroshima was dedicated with appropriate ceremonies on the 17th. Commissioner Yamashita made the principal address and Mr. Tindale represented Civil Service Division.

The completion of the building at Sendai will be delayed until about April, due in part to cold weather and heavy snows.


JOHN R. SHIVELY
Chief
Training Branch

June

CIVIL SERVICE DIVISION
Government Section

15 January 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Progress Report - January 1 - 14.

Project No 5 : Advise concerning organization and operation of Bureau of Equity.

The status of disciplinary appeals as of the end of December was as follows:

Decisions Published	51
Cases completed but not yet published	34
Cases in Process	4
Appeals accepted but not yet processed	17
Appeals Received but not yet accepted	106

Most of the last item are Red purge cases which today total 107 cases, involving 314 persons, showing only a slight increase during the past three or four weeks.

Project No 6 : Advise concerning activities of the National Personnel Council.

At the last meeting of the National Personnel Council, members of the National Personnel Authority delegation which has recently returned from the United States, spoke of their experiences and impressions.

Project No 7 : Advise concerning organization and operation of training programs in NPA and the Bureaus of Personnel in agencies of the National Government.

NPA has selected three members of the training section to take the TWI training, sponsored by ESS/Labor, one for each of the three courses: job instructor training, job methods training, and job relations training. We are endeavoring to have the best possible people nominated for this training, since they will have to perpetuate the training within NPA and possibly in other government agencies.

Project No 8 : Advise concerning organization and operation of Bureau of Public Information.

public
~~job~~ information representatives from NPA and the Local Autonomy Agency, to discuss public information themes for the month of March. NPA plans to devote its efforts

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that month on preparing government employees and the public for the installation of the position classification plan, which is scheduled to start April 1. Emphasis will be on 3 points: The contributions of the plan to the principles of fair compensation, promotion for merit, and democratic recruitment. There will also be a follow-up on the pension themes of the preceding month.

The Local Autonomy Agency plans a publicity campaign to inform the public on the Local Public Service Law, emphasizing its contributions to furthering the principle of local autonomy and bringing a democratic and efficient public service to the citizens of local jurisdictions.

Project No 9 : Advise concerning organization and operation of Bureau of Efficiency.

NO new developments.

Project No 10: Advise concerning training of staff for prefectures, large municipalities and other public agencies.

No new developments.

Project No 11 : Liaison between NPA and the educational system.

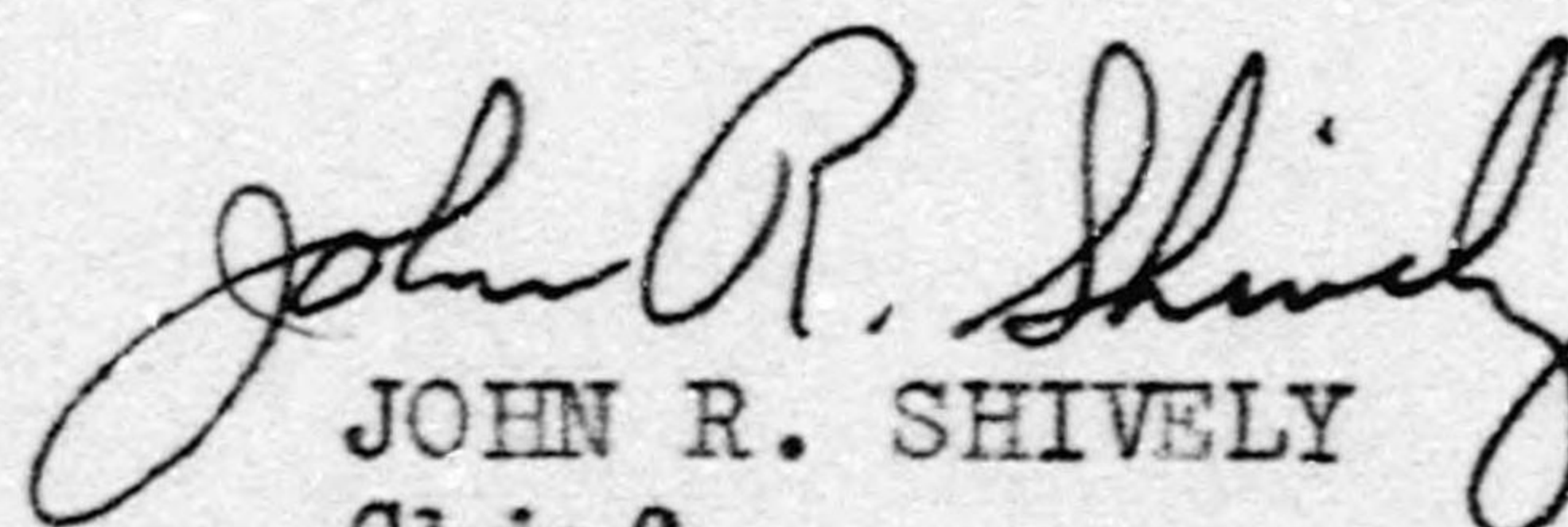
No New developments.

Project No 12 : Advise concerning organization and operation of the Bureau of Internal Administration.

New document handling procedures under study for the past several months, were put into use with the new year. Regional office personnel are being brought to Tokyo on the 18th and 19th for special training in the new procedures.

The cost of building materials in Japan has increased 30 to 40% during the last half-year. Consequently, the building now nearing completion at Sendai will be somewhat smaller than originally planned, but can be enlarged at a later date when funds are available.

The remodelling of the auditorium in the NPA building will be completed before the end of February.


JOHN R. SHIVELY
Chief
Training Branch

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CIVIL SERVICE DIVISION
Government Section

2 January 1951

MEMORANDUM FOR: Mr. Maynard N. Shirven, Chief, Civil Service Division

SUBJECT : Progress Report - December 18-31.

Project No. 5 : Advise concerning organization and operation of Bureau of Equity.

The schedule for January calls for an average of 4 hearings per week in Tokyo and a circuit review of approximately 7 hearings in Osaka. Two of the cases to be heard this month involve dismissals under the purge of Communists in Government offices. The total of such appeals received as of 19 December stood at 102, involving 305 persons, but only a few of these have been accepted to date.

Project No. 6 : Advise concerning activities of the National Personnel Council.

No new Developments.

Project No. 7 : Advise concerning organization and operation of training programs in NPA and the Bureaus of Personnel in agencies of the National Government.

A team of four experts from Training Within Industry, Incorporated will arrive within the next week or two at the request of ESS/Labor to train selected Japanese from industry and government in the techniques of the TWI Program. The Japanese who will be trained in this program will then be made responsible for perpetuating the program in Japan. NPA has been allotted one of the government spaces.

Project No. 8 : Advise concerning organization and operation of Bureau of Public Information.

I have reviewed the Public Information themes for February with Mr. Kasuya and Mr. Yamaguchi. They have been revised to form three simple statements about the pension plan which emphasize its benefits not only to Government employees and to the pensioners themselves, but to all citizens.

Project No. 9 : Advise concerning organization and operation of Bureau of Efficiency.

No new developments

Mr. Shirven

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2 January 1950

Project No. 10. : Advise concerning training of staff for prefectures, large municipalities and other public agencies.

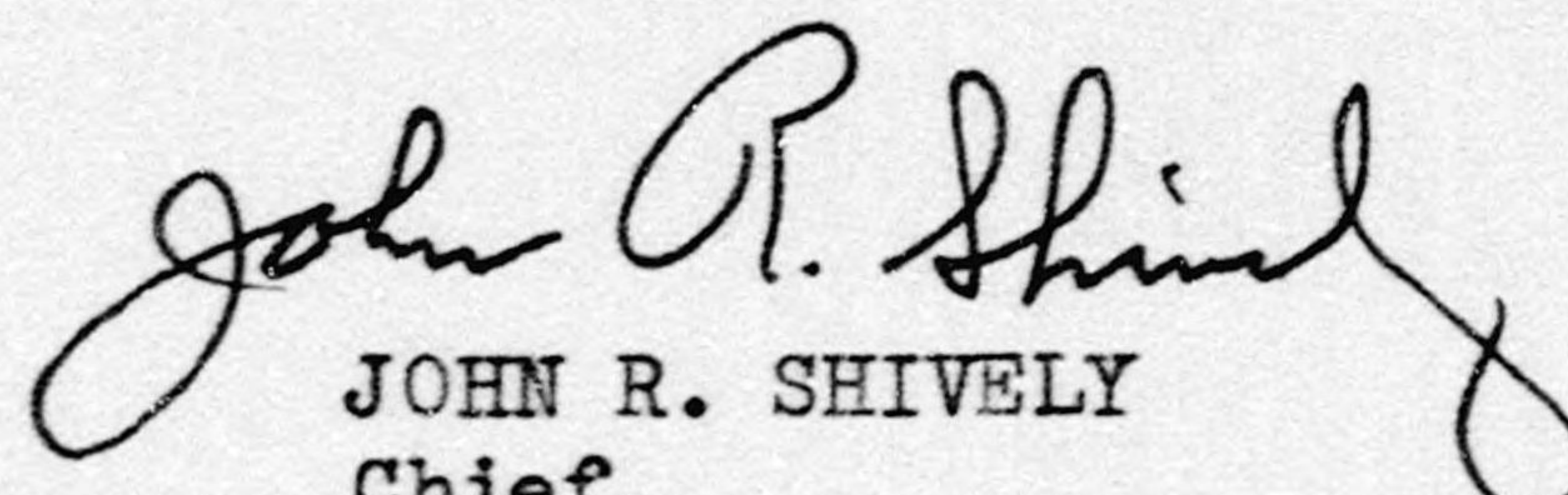
No new developments.

Project No. 11. : Liaison between NPA and the educational system.

Mr. Tindale and I met again with the Tokyo members of the University Education for Public Administration Delegation on the 19th. They have all expressed their willingness to arrange their affairs to permit them to leave a month earlier than originally planned.

Project No. 12: Advise concerning organization and operation of the Bureau of Internal Administration.

NPA is closed from December 29 to January 3rd inclusive, the traditional New Year's Holiday. December 28 and January 4, though technically considered working days are actually devoted to official calls and ceremonies. Government offices will not attempt to function until January 5.


JOHN R. SHIVELY
Chief
Training Branch