

- (9) Instructing Japanese nationals involved regarding necessary immunization and physical inspection 24 hours prior to departure.
- (10) Notifying DA, reception and orientation centers (including SFFO, OUSA RO), sponsoring agencies, and FBI, of impending arrival of Japanese nationals. Such notification is to be made not later than the day of departure of Japanese nationals involved from Japan. Also, submitting to DA OUSA RO and SFFO personal data sheets, copies of contracts, and copies of orders.
- (11) Taking necessary action on all radios and other communications relating to processing of national leader projects, coordinating when necessary with appropriate staff sections and/or the Chairman, Interchange of Persons Board.

2. STUDENTS

a. CIE will be responsible for coordination with appropriate Japanese agencies concerning the method and machinery of selection of Japanese nationals to participate in the "Exchange of Persons" program under GARIOA Project 452.

b. CIE will be responsible for furnishing to the AG the names and G-2 clearances of the Japanese nationals selected to participate in the program, together with the completed Personal History Statement form in triplicate. (Incl 2)

- (1) Coordination with appropriate Japanese agencies, and completion and dispatch to the Institute of International Education of forms required by that agency.
- (2) Action on radios and other communications regarding processing of Japanese nationals participating in the program.
- (3) Notification to appropriate Japanese agencies (Education Ministry and Foreign Office) regarding firm placement of Japanese nationals in U.S. institutions of learning as such information is received from the Institute of International Education.
- (4) Issuance of passport instructions for each Japanese national involved.
- (5) Instructing Japanese nationals involved as to procedures in obtaining passports.
- (6) Forwarding to each Japanese national the letter of award from IIE.

- (7) Issuance of necessary travel orders.
- (8) Arranging appointments for and instructing Japanese nationals involved as to procedures in obtaining visas at American Consulate. (DS)
- (9) Making travel reservations for each Japanese national involved through 2d Medium Port or MATS.
- (10) Instructing each Japanese national involved regarding necessary immunizations and physical inspection 24 hours prior to departure.
- (11) Completing necessary financial arrangements with Japanese nationals involved 24 hours prior to departure.
- (12) Notifying DA, reception and orientation centers, (including SFFO, OUSA RO), sponsoring agency (IIE), and FBI, of impending arrival of Japanese nationals. Such notification is to be made not later than the day of departure of Japanese nationals involved from Japan. Also, submitting to DA OUSA RO and SFFO personal data sheets and copies or orders.

3. TRAVEL UNDER PRIVATE SPONSORSHIP (not paid from appropriated funds)

a. Japanese nationals who make inquiry to any section of this headquarters regarding study abroad under private sponsorship will be referred to the Foreign Office, Passport Branch, Japanese Government, for information. It will be emphasized to all inquirers that this headquarters has no facilities or resources for arranging private sponsorship.

b. AG will be responsible for necessary action on all communications related to procedures and processing of Japanese nationals in this category, providing such action is within established policy. Actions not within established policy will be referred by AG to G-1.

2 Incls

1. Personal Hist & Background Info
2. Personal Hist Statement (GARICIA)

PERSONAL HISTORY AND BACKGROUND INFORMATION
FOR JAPANESE PARTICIPANTS IN GARIOA INTERCHANGE OF PERSONS PROGRAM

Project No.: 76 Project Name: Govt. Admin. Support Course
SCAP Section: Government Section Sponsoring Agency in U.S.:
Name: _____ Occupation:
Marital Status: _____ Name Before Marriage:
Telephone Number: _____ Name of Husband or Wife:
Sex: _____ Color of Eyes: _____ Color of Hair: _____ Height: (in inches) _____
Date of Birth: _____ Place of Birth: _____
Distinguishing Marks: _____ Type of Visa: Temporary Visitor (3/2).
Permanent Address:
Present Address:
Mother's Name and Address:
Father's Name and Address:
Name and Address of Nearest Relative in Japan:
Names and Addresses of Three Character References:
Name, Age, Sex and Relationship of Minors Under 15 Years of Age Who Will Accompany
Individual to U.S.: None
Status of Individual Under Cabinet and Home Ministry Ordinance No. 1 of 1947:
(State whether or not screened, and if screened whether passed or purged, with
dates.)
ETA in U.S.: 28 March Port of Entry Into U.S.: San Francisco
via CSAT Gen'l. Hasse
Anticipated Place of Residence in U.S.: c/o Sponsoring Agency (see above)
Anticipated Length of Stay in U.S.:

Background Information (cont'd)

History of Schooling, with dates:

History of Employment, with dates:

History of Previous Travel Abroad, with Specific Dates and Places Visited:

Organizations in Which Membership is or has Been Held, With Dates:

Military Record:

Criminal Record:

Other Information Which May Be of Assistance to Sponsoring Agency, such as specific field of interest, research completed, publications, etc.:

NOTE: When cutting stencil spaces between line items may be adjusted as required.

PERSONAL HISTORY STATEMENT
(GARIOA Students)

Name: Occupation: .
Date of Birth: Place of Birth:
Permanent Address: Nationality:
Present Address: Telephone Number:
Marital Status: Name of Husband or Wife:
Sex: Color of Eyes: Color of Hair: Height: (in inches)
Distinguishing Marks: Type of Visa: Temporary Visitor (3/2).
Mother's Name and Address:
Father's Name and Address:
Name and Address of Nearest Relative in Japan:
Anticipated Length of Stay in U.S.: One year.
Purpose of Visit: To study.
Name and Address of Sponsor in U.S.: Institute of International Education
New York, New York
Estimated Time of Arrival in U.S.:
Port of Entry into U.S.: San Francisco
Anticipated Place of Residence in U.S.: c/o Sponsoring Agency (see above)
Name, Age, and Sex of Minors under 15 Years of Age Who will Accompany Individual
to U.S.: None.

Personal History Statement (cont'd)

Status of Individual Under Cabinet and Home Ministry Ordinance No. 1 of 1947:
(State whether or not screened; if screened whether passed or purged, with dates)

Names and Addresses of Three Character References:

History of Schooling With Dates:

History of Employment With Dates:

Military Record:

Criminal Record:

Organizations in Which Membership is or has Been Held, with dates:

History of Previous Travel Abroad, with specific dates and places visited:

NOTE: When cutting stencil spaces between line items may be adjusted as required.

Ntl Ldr Proj

[Handwritten signature]

CONFIDENTIAL

GENERAL HEADQUARTERS
FAR EAST COMMAND

CHECK SHEET

Subject: Matter to be Included in Briefing
National Leaders, Project 452

Note No. From: Chief of Staff To: CCS Date: 23 January 1950

- CI&E
- CTS
- DS
- ESS
- GS ✓
- LS
- NRS
- PSD
- PH&W

1.

1. Staff sections whose projects for Japanese national leader visits to the United States have been approved will insure in their briefings for such leaders that they receive advice, appropriately stated, to the effect that:

Discretion should be used in any public or private statements made during the visit. Japan will gain nothing through disclosure and magnification by its selected envoys of matters of disagreement with Occupation officials.

2. All nominees should recognize that differences of opinion as to Occupation policy or its implementation are susceptible of local adjustment. Evidence of such adjustments is plentiful. To lay these differences at the bar of public opinion in the United States is hardly a prerogative of an Occupation-sponsored guest to that country.

3. It is desired that the foregoing applies to all who have not yet departed, even though their regular briefing has taken place.

4. Section chiefs in screening the lists of nominees submitted by Japanese agencies will exercise every care lest approval be given to individuals whose tendencies lie toward indiscreet and irresponsible statements in derogation of the Occupation.

[Handwritten signature]
E. M. A.

11A

1A

CONFIDENTIAL

*Dict
C-20-10-2*

Exchange of Persons Program

Gov't Section

Brig. General G. V. Keyser
Office of DC/S, SCAP.

12 January 1950

1. In compliance with the decision announced during the Exchange of Persons Board meeting on 5 January, GS has reduced the cost of its proposed projects (attached) to \$30,454.50, which is slightly less than the Section's allocation of \$30,484. This reduction has been effected by reducing from 44 to 27 the number of leaders afforded opportunity to participate and by shortening their stay in the US rather than by eliminating any of the five projects originally proposed. This course of action was necessary because the proposed projects are so closely inter-related that the voiding of any one would in some degree nullify the effectiveness of all.

2. GS, however, strongly urges reconsideration of the cut in its previously estimated requirements because the resulting curtailment jeopardizes the Section's projected plan to develop a leadership capable of perpetuating and stabilizing basic governmental and political reforms achieved during the Occupation period, especially those relating to such key policies as the decentralization and democratization of government administration, free elections, and the creation of a civil service organization genuinely responsive to the needs of the people. Government Section is motivated by a conviction that there exists an urgent need to give the nation's policy makers the maximum opportunity at the earliest time for intensive direct study of the ideas and practices underlying the Occupation sponsored structure of government, in order adequately to meet the responsibility of leadership. Re-establishment of the full scale of this Section's projects is believed to be the very minimum essential to the purpose. Indeed in no other manner may the policies set forth by Undersecretary Voorhees in his statement to the Senate Appropriations Committee be realized:

"We have fed these people's bodies. It is essential that we do something to feed their minds with Americanism. We are strengthening these countries economically, that is, Germany and Japan, our former enemies. The purpose of this program has been to feed these people and to strengthen their economy. We must feed their minds with Americanism as well as feeding their bodies. These are former enemies. We must re-educate them to the principles of democracy and show them something of what the United States stands for....."

These policies were further amplified by Colonel G. P. Lynch, Chief of the Reorientation Branch of the Department of the Army, in his letter of 15 September in which he stressed the Army's intention that the fund be used in such a manner as "to render the maximum of cultural and ideological reorientation in the Western democratic pattern."

GS File

1

Exchange of Persons Program (Cont'd):

GS

General Keyser

12 January 50

Incls: (5)

Government Section Projects:

1. Government Administrative Investigation
Commission Delegation
2. Local Government Delegation
3. Delegation of Government Administrators
4. Mission to Study Election Procedures
5. Public Personnel Administration Delegation

-----C. W.-----

T. J. C.
1-10-50

5 January 1950

MEMORANDUM FOR: Interchange of Persons Board

SUBJECT: Supplemental Interchange of Persons Program

1. In order to expedite the supplemental Interchange of Persons Program it is requested that each section submit stencils of their new projects not later than Tuesday 10 January. The total of these projects is not to exceed amount allocated to the section.

2. In compiling the projects for the program submitted 3 October it was necessary to make corrections on many stencils. The following information is offered to avoid these discrepancies:

a. Formula for figuring total cost:

- \$210. Advance payment for incidental expenses
- 350. Travel in the U.S.
- 10. Per diem
- 15% Administrative charge (to be figured on money spent in the U.S. only)

Sample: 1 person for 60 days in the U.S.

- \$210. Advance payment for incidental expenses
- 350. Travel in the U.S.
- 600. Per diem
- 120. Administrative charge*
- \$1280. TOTAL COST

*To obtain Administrative charge first subtract \$360 for each individual. 15% of this total gives you the administrative charge. The \$360 is the total of the advance payment for incidental expenses (\$210) and the 10 days per diem which is advanced each person before they leave Japan (\$150.) In the above sample the administrative charge was 120 or 15% of \$800 (money to be spent in the U.S.)

b. Per diem is to be paid only for time spent in the U.S.

c. When indicating number of days to be spent with each agency be sure the number of days plus the estimated travel time adds up to the number of days shown for Duration of Visit.

d. Each project should be dated 14 January 1949.

e. If the project is related to one of the 59 projects submitted to DA 3 October indicate this fact under the title of the project at the head of the page. This will aid the sponsors.

f. Attach a carbon copy to each stencil.

g. Attached is a sample of the form to be followed.

George V. Keyser
Brigadier General, GSC
Chairman, Interchange of Persons Board

1 Incl: Sample Form.

14 January 1949

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

PROJECT NO. : Training of Ministry of Telecommunications Leaders
(Closely related to Project no.)

NO. OF PEOPLE : 3

DURATION OF VISIT : 45 days each

TOTAL COST : \$3322.50 (\$1080 of this sum to be allocated to
Far East Command)

SPONSOR : Institute of International Education

DESIRED TIME : 3 persons immediately

ITINERARY : 3 persons, same itinerary

<u>Agency</u>	<u>Location</u>	<u>Days</u>
American Telephone & Telegraph Company	195 Broadway, New York, N. Y.	37 days

(Estimate 8 days travel time)

PURPOSE OF PROJECT : Training of government telecommunications leaders
in the organization, methods and practices of a
modern communications enterprise. Etc.

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
APO 500

File: Exchange of Persons Program

1-10-50
Civil Service

Just

AG 014.331 (5 Jan 50)AG
SCAPIN 2072

5 January 1950

MEMORANDUM FOR: JAPANESE GOVERNMENT

SUBJECT: Applications for Travel of Japanese Nationals Abroad

1. References:

a. Memorandum for the Japanese Government, AG 014.331 (14 Apr 47) GA, SCAPIN 1609, subject: Travel Documents for Japanese Nationals Traveling Abroad, dated 14 April 1947.

b. Memorandum for the Japanese Government, AG 014.331 (14 Apr 47) GA, SCAPIN 1609/1, subject: Issuance of Passports or Certificates of Identity or Nationality to Japanese Nationals, dated 25 August 1948.

c. Memorandum for the Japanese Government, AG 014.331 (26 Oct 48) GA, SCAPIN 6163-A, subject: Orientation of Japanese Nationals Who May be Authorized to Travel Outside Japan, dated 8 November 1948.

d. Memorandum for the Japanese Government, AG 680.2 (25 Aug 48) GA, SCAPIN 2035, subject: Travel of Japanese Technicians Outside of Japan, dated 1 August 1949.

e. Memorandum for the Japanese Government, AG 091.31 (17 Jul 48) ESS/FTC, SCAPIN 2020, subject: Purchase of Foreign Exchange Credits for the Purpose of Stimulating Exports, dated 24 June 1949.

f. Memorandum for the Japanese Government, AG 680.2 (25 Aug 48) GA, SCAPIN 7008-A, subject: Travel of Japanese Technicians Outside of Japan, dated 15 December 1949.

2. The Supreme Commander for the Allied Powers hereby authorizes the Japanese Government to accept applications from Japanese nationals for travel abroad for the purposes authorized by the Supreme Commander for the Allied Powers.

3. It is desired that effective 21 January 1950 the Japanese Government designate a single agency to administratively process applications for travel abroad for submission to the Supreme Commander for the Allied Powers for approval.

4. The designated agency will be responsible for:

a. Ascertaining from the applicant all information necessary to his travel as required by the Supreme Commander for the Allied Powers and the Japanese Government.

AG 014.331 (5 Jan 50)AG
SCAPIN 2072

b. The individual's completion of the Application for Passport form in triplicate and supporting documents as specified.

c. Obtaining necessary approvals from other Japanese Government agencies.

d. Forwarding the completed application and supporting documents to Supreme Commander for the Allied Powers, for approval.

e. Issuing passport to individual whose application for travel has been approved by the Supreme Commander for the Allied Powers.

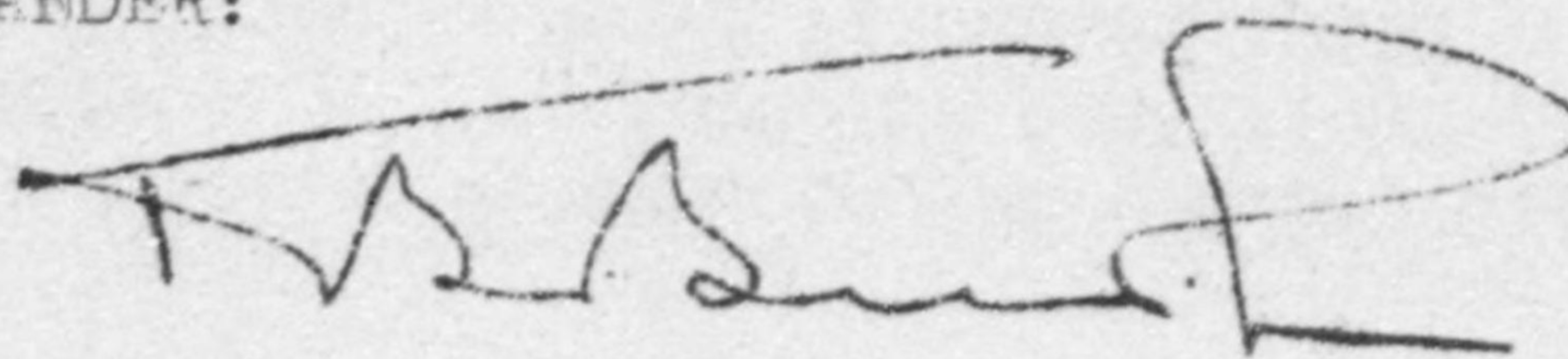
f. Marking all passports as follows:

"This passport is invalid for use in any country into which the Supreme Commander for the Allied Powers has authorized travel unless on succeeding pages a visa or entry permit into the country to be visited has been affixed by the appropriate authorities."

g. Complying with the requirements of memorandum for the Japanese Government AG 014.331 (26 Oct 48)GA, SCAPIN 6163-A, subject: Orientation of Japanese Nationals Who May be Authorized to Travel Outside Japan, dated 8 November 1948.

h. Directing the individual to the appropriate diplomatic representative in Japan of the country of destination to obtain necessary visa in the passport.

FOR THE SUPREME COMMANDER:



K. B. BUSH

Brigadier General, AGD
Adjutant General

5 Incls

1. Application for Passport
2. Personal History Form
3. Application for Approval of Foreign Employment Agreement
4. Instructions for Cultural Tvl Applicants
5. Instructions for Coml Tvl Applicants in 3 parts

APPLICATION FOR PASSPORT
(Submit in triplicate)

Date _____
Control No. _____

TO: THE MINISTRY OF FOREIGN AFFAIRS

1. Name of Applicant _____
(Family Name) (Given Name)

Present Address _____

Present Telephone Number _____

2. Countries to be visited and length of stay in each:

3. Type of Travel:

- a. ___ Cultural (Attach 2 copies each: Sponsoring letter and guarantee of full financial support)
- b. ___ Foreign Employment (Complete Foreign Employment Form)
- c. ___ Commercial-Authorized Foreign Exchange (Attach 2 copies of Japanese Government Application for License to Use and Purchase Authorized Foreign Exchange)
- d. ___ Commercial-Foreign Sponsored (Attach 2 copies sponsoring letter)
- e. ___ All other purposes (Explain below)

4. Brief outline of purpose of Travel:

(If additional space is needed for remarks continue on an additional sheet.)

5. Address or addresses at which applicant can be contacted while outside Japan _____

(Signature of Applicant)

Approved and certified that requirements
of instructions for Japanese applying for
travel abroad have been accomplished.

FOR: MINISTRY OF FOREIGN AFFAIRS:

APPROVED: FOR THE SUPREME COMMANDER
FOR THE ALLIED POWERS

By _____

Issue passport valid for travel to
countries designated until _____

Title _____

Date _____

By _____

Date _____

Attachments:

1. Certificate of health
2. Personal History (3 copies)
3. Appropriate documents indicated in paragraph 3

PERSONAL HISTORY

Name (in Hepburn Romaji):

Maiden name (if applicable):

Name (in Kanji):

Other names used:

Occupation:

Date of Birth:

Place of Birth:

Permanent Address:

Present Address:

Telephone Number:

History of Schooling, with dates:

History of employment since 1940, with dates:

Organizations in which membership has been held, with dates:

Previous travel outside Japan, with dates:

Military Record:

Criminal Record:

Status under Cabinet and Home Ministry Ordinance No. 1, 1947:

Names and Addresses of Three References:

Inclosure 2 (Attachment 2 to Application for Passport)

Purpose of Travel:

Destination:

Desired Length of Stay:

Estimated Date of Departure:

Marital Status:

Name of Husband or Wife:

Name, Address, and Relationship of Nearest Relative in Japan:

Name and Address of Person to whom Destined (sponsor):

Proposed Port of Embarkation:

Proposed Place of Residence Abroad:

(signature)

CERTIFICATE

I certify that the above is the true signature and seal of the individual concerned and that this individual has certified to me that the statements made on this application are true and correct.

For the Minister of Foreign Affairs

APPLICATION FOR APPROVAL OF FOREIGN EMPLOYMENT AGREEMENT
(Submit in triplicate)

TO: MINISTRY OF FOREIGN AFFAIRS

1. Details regarding persons remaining in Japan who are wholly or partially dependent on applicant for support:

Name	Age	Sex	Relationship	Support Needed-Yen
-----	-----	-----	-----	-----
-----	-----	-----	-----	-----
-----	-----	-----	-----	-----

2. Details regarding dependent persons accompanying applicant:

Name	Age	Sex	Relationship
-----	-----	-----	-----
-----	-----	-----	-----
-----	-----	-----	-----

3. Indicate arrangements made to provide support for dependents remaining in Japan during absence of applicant: _____

4. Name and Address of person authorized to exercise Power of Attorney for Applicant while outside Japan:

5. Name and Address of Foreign Employer: _____

6. Place of Foreign Employment: _____

7. Describe briefly duties and responsibilities of proposed employment: _____

Inclosure 3

To the extent required by the laws, ordinances and regulations of the Japanese Government, I, _____, agree to remit to a foreign exchange bank in Japan, for conversion into yen, in addition to that portion of my salary required for support of my dependents, such amount of foreign exchange acquired by me under the attached contract of employment as is in excess of my necessary foreign exchange expenses payable in the country where I shall be employed.

(Signature of Applicant)

This is to certify that _____ fully understands and accepts the terms of the attached Employment Agreement.
(Type Name of Applicant)

FCR: MINISTRY OF FOREIGN AFFAIRS

By _____

Title _____

Date _____

Attachments: 6 Copies of Employment Agreement

INSTRUCTIONS FOR PERSONS APPLYING FOR PASSPORT
FOR TRAVEL ABROAD FOR CULTURAL PURPOSES

Student Travel

1. Prospective students will submit:
 - a. Two (2) copies of the letter certifying to admission to a school.
 - b. Two (2) copies of the letter from the sponsor guaranteeing full financial support including room, board, incidental expenses and round trip transportation to Japan.
2. The school in the United States must be one approved by the United States Department of Justice.

Other Cultural Travel

1. Applicants for cultural travel other than students will submit:
 - a. Two (2) copies of a letter of invitation from an appropriate organization.
 - b. Two (2) copies of the letter from the sponsor guaranteeing full financial support, including room, board, incidental expenses and round trip transportation to Japan.

INSTRUCTIONS FOR PERSONS APPLYING FOR
PASSPORT FOR TRAVEL ABROAD TO ACCEPT FOREIGN
EMPLOYMENT

GENERAL

Persons applying for passports for employment travel will submit three (3) copies of the Application for Approval of Foreign Employment Agreement and six (6) copies of the Employment Agreement as attachments to the Application for Passport.

APPLICATION FOR APPROVAL OF EMPLOYMENT AGREEMENT

This form is provided to assist applicants in submitting necessary information regarding the support of those lawful dependents who will accompany applicants and those who will remain in Japan. Prospective employees who will have lawful dependents residing in Japan during the period of foreign employment must provide for the continued adequate support of those dependents for the duration of applicants' absence from Japan. The legal provisions for the support of those dependents will be contained in the Employment Agreement.

EMPLOYMENT AGREEMENT.

All agreements for foreign employment must contain the following provisions:

a. Specific stipulation of conditions of work, particularly the remuneration to be paid to the employee, and information concerning the general conditions of life applicable to the employee in the territory of emigration.

b. Suggested means for providing in the agreement for the support of dependents is as follows:

- (1) A portion of the salary in appropriate foreign exchange in sufficient amount to satisfy the obligations of the employee be paid to a Foreign Exchange Bank in Japan for conversion into yen.
- (2) The Foreign Exchange Bank in turn will credit the accounts of dependents in an equivalent amount.
- (3) Sufficient balance to be maintained in this account to provide for withdrawals of a minimum amount at least once a month on a fixed date.

c. The term of employment, set forth in the contracts shall not exceed two (2) years, but this period may be extended in case all parties to the agreement desire. However, the employer or the employee shall be permitted to terminate the individual contract at any time by giving one (1) month's notice.

d. The Japanese employee shall have unrestricted right of communication with Japan.

e. The agreement shall require the employer to pay full cost of returning the employee to Japan, including administrative fees, transport and maintenance charges.

f. Employment agreements which do not require the employer to furnish life insurance and health and accident protection must require the employer to advance sufficient funds to permit the employee to secure such protection in the form of life, health and accident insurance.

g. No Japanese persons will be permitted to enter into agreements for foreign employment to perform common unskilled labor except when such services may be required in connection with contracts to furnish both skilled and unskilled labor for a particular project, such as a construction project.

INSTRUCTIONS FOR PERSONS APPLYING FOR
PASSPORT FOR TRAVEL ABROAD USING AUTHORIZED FOREIGN
EXCHANGE

GENERAL

Persons applying for passports for commercial travel using authorized foreign exchange will submit copies of instrument evidencing approval for the use of authorized foreign exchange as attachments to the Application for Passport.

Inclosure 5-B

INSTRUCTIONS FOR PERSONS APPLYING FOR PASSPORT
FOR TRAVEL ABROAD SPONSORED BY A FOREIGN PERSON OR
COMPANY

GENERAL

Persons applying for passports for commercial travel sponsored by foreign persons or companies will submit two (2) copies of a letter from the sponsoring person or company as attachments to the Application for Passport.

FOREIGN SPONSORS

Sponsors for travel of Japanese for commercial purposes must be foreign nations or companies that are not Japanese in organization or ownership. The sponsoring letter must:

- a. Outline the business relationship between the foreign person or company and the Japanese applicant.
- b. Outline the purposes of the proposed travel together with duration and destination.
- c. Guarantee all living and traveling expenses associated with the travel.

File
1-10-50

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

3 January 1950

requested
granted

The following projects are submitted for consideration by the Interchange of Persons Board:

\$ 10,672	10,000	1. Government Administration Investigation Commission Delegation
\$ 13,340	5,000	2. Local Government Delegation
\$ 13,340	5,000	3. Delegation of Government Administrators
\$ 8,004	5,000	4. Mission to Study Election Procedures
\$ 13,340	5,000	5. Public Personnel Administration Delegation
<hr/>		
58,696	30,000	= 51%

= 37 2/5

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

3 January 1950

MEMORANDUM FOR THE RECORD

SUBJECT: Government Administration Investigation Commission Delegation

1. With the recommendation of broad-scale tax reforms by the Shoup Mission (reforms which are being implemented by the Japanese Government) the way was cleared for a basic study of the functions performed by the various agencies and levels of government.

2. In accordance with one of the Shoup Mission recommendations the Japanese Government has created a Government Administration Investigation Commission, with five members of Cabinet rank. This group, assisted by a staff of top-flight experts in the field of government administration, will soon initiate the task of analyzing the operations of government at all levels. On the basis of this study, the Commission will formulate recommendations concerning the assignment of functions to the various levels and organs of government, which will be submitted both to the Cabinet and directly to the Diet. The Prime Minister has heralded creation of this Commission in a statement characterizing its task as the most important undertaken by any government agency in decades.

3. Because of its unique importance, members of this Commission should be afforded opportunity for first-hand study of government operation and procedures in a democracy, especially those which reveal the manner in which governments at all levels have dealt with problems in many respects similar to those presently confronting the people and governments of Japan. Such orientation could afford a frame of reference of immense usefulness in the continuing development of democratic processes and administrative procedures in Japan.

4. Since Commission members will have Cabinet status, it is considered desirable that they be allowed an additional stipend of \$5.00 per day in order to permit them adequately to discharge obligations which will be imposed on them in the course of their study in the United States.

30 December 1949

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

PROJECT NO. : Government Administration Investigation
Commission Delegation

NO. OF PEOPLE : 8

DURATION OF VISIT : 60 days each

TOTAL COST : \$10,672 8860

SPONSOR : International Institute of Education

DESIRED TIME : 60 days during period from February to July 1950

ITINERARY :

<u>Agency</u>	<u>Location</u>	<u>Days</u>
Public Administration Clearing House (1st session, for briefing and study)	Chicago, Ill.	9
Dr. Shoup; Members of Columbia University Faculty	New York, N.Y.	6
Federal agencies; Members of Hoover Commission	To be selected	10
State, county and municipal offices	To be selected	18
Public Administration Clearing House (2nd session, for further study and recapitulation)	Chicago, Ill.	7

(Estimate 10 days' travel time.)

PURPOSE OF PROJECT: To afford opportunity for observation and comparative

GOVERNMENT AND... THOSE SEC. 5(E) AND 5(D) OR (E) NNDG # 115012

Government Administration Investigation Commission - Delegation

study of relationships among Federal, State, County and Municipal governments by the five members and three advisors of the Government Administration Investigation Commission, an agency created in accordance with a Shoup recommendation, to study and to make recommendations concerning the allocation of governmental functions at the National, Prefectural, and Municipal levels.

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

3 January 1950

MEMORANDUM FOR THE RECORD

SUBJECT: Local Government Delegation

1. Recent inquiry has revealed that students of government and government administrators are deeply aware of the inadequacy of formal training in the field of local government administration. It is proposed, therefore, that key personnel at all levels of local government administration be afforded an opportunity for study and observation of administrative procedures in the U.S.

2. The delegation would be selected from among educators in the field of local government administration, members of the two Diet committees on local government, delegates representing the nationally organized local government associations, and from among persons responsible for development of measures to create a financial structure better suited to the needs of local government entities.

3. Many of the problems of local government administration presently confronting the people of Japan are similar to problems which have been dealt with over a period of years in the U.S. Useful observations of the delegation would be made available to all who could benefit by making them available to educational institutions and by transmitting them through existing associations to the legislators and administrative officials of all local government entities in Japan.

30 December 1949

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

PROJECT NO. : Local Government Delegation
NO. OF PEOPLE : 10
DURATION OF VISIT : 60 days each
TOTAL COST : \$13,340
SPONSOR : International Institute of Education
DESIRED TIME : 60 days during period from February to July 1950
ITINERARY :

<u>Agency</u>	<u>Location</u>	<u>Days</u>
Public Administration Clearing House (1st session, for briefing and study)	Chicago, Ill.	10
Dr. Shoup, Members of Columbia University Faculty, Municipal League	New York, N. Y.	8
State, county and municipal offices	To be selected	25
Public Administration Clearing House (2nd session, for further study and recapitulation)	Chicago, Ill.	7

(Estimate 10 days' travel time.)

PURPOSE OF PROJECT: To permit a group of leaders in the field of local government (Diet members, educators, leading local officials and representatives of the national associations concerned with local government) opportunity for intensive study of administrative problems and procedures at the state, county, and municipal levels, with special attention given to the inter-relationships of the various levels of government.

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

3 January 1950

MEMORANDUM FOR THE RECORD

SUBJECT: Delegation of Government Administrators

1. In order to permit a study of problems of coordination in the execution of functions, it is proposed that officials responsible for the administration of major government operations be afforded opportunity to study the operation of representative governments at the national, state, county, and municipal levels, including procedures for achieving an effective coordination among and between the various levels of government.

2. A major problem of government administration in Japan during the coming year will concern the establishment of equalization grant procedures by means of which the national government will provide minimum subsidies to local public entities. Special attention, therefore, would be given to budget, grants-in-aid, and equalization grant techniques employed in the U.S.

3. It is proposed that the group be selected from among such representatives as the chief of the National Rural police; the chief of the Tokyo Metropolitan Police Board; the chairman of the National Public Safety Commission; an official of a Local Public Safety Commission; the Procurator General; the vice-Minister of Welfare; the vice-Minister of Education; an official of the National Association of Election Administrators; the head of the Local Autonomy Agency; a member of a local finance commission, a member of the Diet Judicial Affairs Committee, a member of the prefectural governor's conference, etc.

30 December 1949

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

PROJECT NO. : Delegation of Government Administrators
NO. OF PEOPLE : 10
DURATION OF VISIT : 60 days each
TOTAL COST : \$13,340
SPONSOR : International Institute of Education
DESIRED TIME : 60 days during period from February to July 1950
ITINERARY :

<u>Agency</u>	<u>Location</u>	<u>Days</u>
Public Administration Clearing House	Chicago, Ill.	6
Municipal League	New York, N. Y.	4
Federal, city, county and municipal agencies	Washington, D. C. Pennsylvania Illinois . New York Missouri California	40

(Estimate 10 days' travel time.)

PURPOSE OF PROJECT: To permit officials holding key positions in the conduct of major functions of government (public safety, education, welfare, the administration of justice, etc.) to study problems of coordination in the execution of functions at the various levels of government in the United States, to analyze budget procedures, including equalization grant techniques, and to observe relationships between municipal and state, municipal and federal, and state and federal governments.

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

3 January 1950

MEMORANDUM FOR THE RECORD

SUBJECT: Mission to Study Election Procedures

1. The Japanese people and government administrators have accepted the principle of free elections and have done their best to apply it, but in the actual conduct of elections, a great many questions concerning application of the principal have arisen, questions which can only be resolved by observing and evaluating the practices of democracies.

2. It is proposed, therefore, to send a representative group, including persons responsible for the formulation of election legislation and persons engaged in the administration of elections, to the United States to observe and to study election administrative procedures, with special attention given to means for assuring an election expressive of the popular will and to procedures for curbing corrupt practices.

3. The mission would include members of the Diet election committees and representatives of national and local election administration commissions.

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

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30 December 1949

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

PROJECT NO. : Mission to Study Election Procedures
NO. OF PEOPLE : 6
DURATION OF VISIT : 60 days each
TOTAL COST : \$8,004
SPONSOR : International Institute of Education
DESIRED TIME : 60 days during period from February to July 1950
ITINERARY :

<u>Agency</u>	<u>Location</u>	<u>Days</u>
Public Administration Clearing House (1st session for briefing and study)	Chicago, Ill.	6
State, County and Municipal offices	Wisconsin Michigan Ohio Pennsylvania	38
Municipal League	New York, N. Y.	3
Public Administration Clearing House (2nd session, for further study and recapitulation)	Chicago, Ill.	3

(Estimate 10 days' travel time.)

PURPOSE OF PROJECT: To enable persons responsible for election legis-
lation and administration to observe and to study election administra-
tive procedures, with particular attention given to procedures for
curbing corrupt practices, and to means for assuring an election ex-
pressive of the popular will.

CIVIL SERVICE DIVISION
Government Section

29 December 1949

MEMORANDUM FOR: The Record

SUBJECT : Public Personnel Administration Delegation

1. It is intended that ~~9 of the 10~~ representatives in the personnel administration delegation shall be key personnel of the National Personnel Authority including the Director General, bureau chiefs, and section chiefs. ~~The 10th person shall be a personnel director representing the National Personnel Council selected from among ministry personnel directors.~~ The ~~10~~ representatives should be tentatively assigned to the following specialties in accordance with their own responsibilities in the ~~Japanese Government: 1 from Salary and Wage; 1 from Retirement; 3 to cover the various specialty fields in examination and recruitment; 1 to cover internal administration of both the national and regional offices and their inter-relationship; 1 to cover equity processes and personnel investigations; 1 to cover training, employee welfare, safety, recreation and employee utilization; 1 member from the National Personnel Council who would be a personnel director of one of the ministries.~~ *National Personnel Authority*

2. All delegates should be able to spend a minimum of ⁵⁷ ~~sixty~~ days in the States in active study of their various fields covered by the suggested agencies which they will visit, for example, men from the Position Classification field should be able to make an intensive study of this field at the national, state and municipal levels and in industry. ~~The individual selected to cover the Internal Administration field, the personnel director covering the National Personnel Council field, one representative from Salary and Wage and one from Examination and Recruitment fields should serve as an advance party to make a complete, competent and comprehensive study of both their specialties and the general field and should be sent as early in 1950 as is possible. Upon their return to Japan, they would have acquired; (a) specific information in their field, and (b) an intimate knowledge of the remainder of the subject fields in the United States and would be able to compile a specific directed itinerary for the remainder of the group. Sixty days after the return of the first 4-member group, the remaining 6 members should be sent as a composite group to the U. S. and be permitted to spend a total of sixty days in the U. S. studying their various fields. The advance~~

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Public Personnel Administration Delegation

~~group of 4 would be in a position to give specific directions to the second group, to direct their study and would very possibly be in the best position to prepare the orders to split the party as to geographical travel and coverage of their subjects. Complete and detailed written reports will be required of all members permitted to make this study trip to the U. S. for compilation of reference files in the Japanese National Personnel Authority and future use.~~

9 January 1950
~~30 December 1949~~

FAR EAST COMMAND
EXCHANGE OF PERSONS PROGRAM FOR JAPAN

PROJECT NO. : Public Personnel Administration Delegation
NO. OF PEOPLE : ~~10~~ 4
DURATION OF VISIT : ~~Approximately 60~~ ⁵⁷ days each
TOTAL COST : \$13,340 4982.00
SPONSOR : International Institute of Education
DESIRED TIME : ~~Variable - between April and December 1950~~
ITINERARY :

<u>Agency</u>	<u>Location</u>	<u>Tentative Days</u>	
California State Personnel Board	Sacramento, California	7	
Regional Office U.S. Civil Service Commission	San Francisco, California	2	
7th District Regional Office, U.S. Civil Service Commission	Chicago, Illinois	}	
Civil Service Assembly	Chicago, Illinois		7
Public Administration Clearing House	Chicago, Illinois		
Detroit Civil Service Commission	Detroit, Michigan		
United States Civil Service Commission	Washington, D. C.	}	
Department of Agriculture, Personnel Office	Washington, D. C.		34
Wage and Hour Administration, Department of Labor	Washington, D. C.		
Federal Personnel Council	Washington, D. C.		

(Approximate travel time 7 days)
~~Each individual would concentrate primarily on a special subject of personnel administration and would visit those agencies among the foregoing~~

Public Personnel Administration Delegation

~~which would be most appropriate in connection with such specialties.~~

PURPOSE OF PROJECT: To provide a key group with advanced training in personnel administration as practiced by American Civil Service Commissions - national, state, and local - through observation and study of its various aspects and fields such as: coordination, control, and internal administration of civil service commissions' central and regional offices; internal structure and operations of commissions; physical facilities of personnel agencies; operation of personnel councils; employment processes; position classification; salary and wage administration; ~~pension and retirement systems; employee training;~~ personnel record systems.

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Civil Information and Education Section
APO 500

31 December 1949

MEMORANDUM FOR: Members of Exchange of Persons Board

Subject : Briefing of "National Leaders"

1. Submitted herewith is material designed to be of assistance to SCAP sections in briefing "national leaders" for whom they have responsibility.
2. Two documents are attached. They contain notes on experiences in and suggestions for briefing of Japanese nationals. They are slanted, of course, toward Japanese participating in projects which are in CIE's area of responsibility. It is considered, however, that many of the suggestions and techniques have general applicability.
3. Officials of the DA and other agencies concerned with sponsoring or otherwise assisting nationals of occupied areas who come to the ZI under the "Exchange of Persons" program point out that many extremely unfortunate situations have arisen because of lack of adequate briefing and lay great stress on complete briefing before such individuals arrive in the United States.

2 Incls.

D. R. Nugent
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Lt. Col., USMC:
Chief, CIE Section

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SUPREME COMMANDER FOR THE ALLIED POWERS
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Lt. Col., USMC:
Chief, CIE Section

115012

SUGGESTIONS FOR BRIEFING JAPANESE ON STUDY
OR OBSERVATION TRIPS TO THE STATES

1. The Japanese Foreign Office, perhaps Mr. Setsu SAWADA, should assume considerable responsibility for training all Japanese going to the States under U.S. Government Funds, and also others on private scholarships who wish it. This training should include:

a. Interpretation from Japan's viewpoint of their responsibility on returning for broad leadership as well as specific leadership in the fields they represent. The basic implications of the defined projects should be presented to them in terms of their future contribution to democratic Japan. This would include a series of frank discussions, by responsible American personnel and some Japanese if available, of American education and general cultural development, both urban and rural and including religious aspects; political concepts and functioning of government structure; industry and business; leaders of movements in above areas.

b. Although the Foreign Office should assume this responsibility there should be very close planning and cooperation between the Foreign Office and SCAP personnel.

2. Each person should buy a copy of the little paper-bound book by Glenn F. Baker, which is titled "Western Manners and English Conversation". It is published by the Sanseido Press in both Japanese and English. I think these people should have it in English to get correct English wording and meanings.

3. In addition to the above, each person should have a statement, perhaps, or at least personal briefing on the commonist things pertaining to the following:

- (1) Using American money.
- (2) Spending money economically such as eating in cafeterias, living in YMCA's and YWCA's, traveling by coach or bus in daytime.
- (3) Use of American bath room (no drains in floor, cleaning tubs, et cetera).
- (4) Buying tickets for train or bus and use of Government Travel Requests.
- (5) Use of public toilet facilities.
- (6) Securing and using travel timetables and maps of the States.
- (7) Table manners in homes, hotels, and cafeterias, registering and checking out in hotels, tipping.
- (8) Ideas back of courtesy between men and women- Practices in association of men and women.
- (9) Gift giving - (Take only such things as small photographs of common Japanese life, block prints or small books, furoshiki that can be used as scarfs, et cetera. No toys or such.)

- CLASSIFIED BY: [REDACTED] DATE: [REDACTED] SEC. 3(E) AND 3(D) OR (E) NNDG # 115012
- (10) List of balanced newspapers published in centers where they will visit. List of a few good magazines on news stands for interpretation of American life.
 - (11) Educators should have a revised edition of the pamphlet prepared by Mr. TAKEDA and Mr. OHTA on the new Japanese Education Program. This was greatly appreciated by the American educators they associated with last summer on their trip. This should be supplied by the Ministry again, or perhaps sold at cost. It should reveal a bit more of the tremendous revolution the new education program represents.

4. Schedules in the United States should center around discussion, and association as far as practicable, of Japanese with Americans who think and work in terms of broad, deep human understandings, even though some of them might be teaching in small schools or working in underprivileged areas. They should see the flow of democratic values from leaders in high places to "hewers of wood and drawers of water" whose daily work is with the common folk.

5. They should be steered away from the "biggest, the best, and the fastest"; from the latest perhaps in heating or lighting of school buildings to the relationship of the school and the people of the community, of the principal or teacher to the boy and the girl. They should understand why the curriculum includes what it does rather than just seeing the list of activities.

6. Every experience should be interpreted to them in terms of what it means to people. We will not get our money's worth out of their trip otherwise.

7. They should have at least one over-night visit in a home where there is really respect, understanding, admiration, and love among the members - between father and mother, between parents and children, between boys and girls in the home life.

8. Hundreds of Japanese studied in the States before the war without seeing or understanding the above and the meaning for their own country. Sponsors in Japan and the States should help Japanese going to America to understand democracy as a way of life so that this pre-war barrenness will not happen again.

9. Some association in the States with Americans who have been in Japan for a time in educational work or such other relationship, has been a great help to Japanese who have already been to America to give meaning to new experiences in relation to Japanese life.

Orientation of National Leaders Project Personnel

1. Orientation for Japanese women going to the United States has two purposes:
 - a. To provide background relating to basic information-education programs, facts of which will be observed in the States.
 - b. To give basic instruction on United States manners and customs.
2. To accomplish the above the following orientation programs has been underway since about 1 December.
 - a. General procedure: Dinner meetings have been held Tuesday and Thursday evenings, 1800 to 2100. Attendants originally were the five women but after the first meeting included a maximum of ten men and women, all Stateside bound, and two Americans, the undersigned and a guest speaker. Because of recurring sailing dates, the group is ever changing. Dinner table conversation is informal and varied and everyone is sooner or later emboldened to participate. Following dinner the guest conducts an informal discussion on a subject announced at the previous meeting. Note taking, though difficult for almost everyone because of language, is encouraged. Appropriate books and pamphlets are suggested for reading and speakers, whenever possible, provide names and addresses of American leaders on the subject under discussion.
 - b. Discussion subject: The first eight of the following meetings have been completed. The rest are in process of being scheduled.
 - 1) Rural Life in the United States including social and economic phases: Mr. Owada, Ministry of Agriculture and Forestry who recently returned from five months of study of American rural life.
 - 2) Department of Agriculture: Organization and programs, particularly Home Demonstration, Home Economics, and Agricultural Cooperatives: Mr. F.L. Erhardt, Information Adviser, NRS.
 - 3) Department of Labor: All bureaus of interest to women but particularly the Women's Bureau. Speaker, Miss Stander, Labor Division.
 - 4) Labor Unions and Other Organizations in the Labor Field: Mr. Edgar, Labor Division.
 - 5) Welfare Program in the United States, Its Basic Philosophy and Present Development: Miss Florence Brugger, Public Health and Welfare.

- 6) Civil Liberties -- Public and Private Agencies: Mr. K. Steiner, Legal Division.
- 7) Minority Problems and How They are Handled: Miss Bowles, Education Division.
- 8) United Nations and Its Specialized Agencies: Miss Alice Carroll, special representative assigned to Public Health and Welfare.
- 9) TVA and Community Living: Mark Williamson, Natural Resources Section.
- 10) Education in the United States and the Part National, State, and Local Governments Play in Such. Adult Education, Board of Education. Libraries. Speaker not determined.
- 11) Courts and Court Procedures with Special Emphasis on Courts of Domestic Relations, Juvenile Courts, Criminal Court Procedures, and Philosophy Behind Each. Speaker not determined.
- 12) Political Education -- The Role of Political Parties, the Schools, and Citizens Organizations, both Partisan and Non-Partisan.
- 13) National, State and Local Government. Speaker not determined.
- c. Motion pictures will be shown as pertinent.

- d. Orientation regarding manners and customs:
Each person in the group has purchased a copy of Western Manners and English Conversation by Glenn F. Baker, Sanseido, Tokyo. The Women's Group in addition has received orientation on national differences in manners and customs from Mrs. Miki, former Tsuda University teacher and widow of a diplomat. At one time, she trained wives of Foreign Office officials. Otherwise, problems in this regard are largely handled by the group by exchanging information gained through conversations with personal contacts outside the immediate circle. Matters which Mrs. Miki cited as requiring special attention:
- 1) Need for general sociability -- art of conversation, ways of introducing oneself to strangers, shaking hands, etc.
 - 2) Table manners from "The soup course is silent" to "Do not stand up and reach across the table to capture the sugar bowl." (Baker book cited above is especially good on table manners. Approach is sympathetic and understanding of the problems involved.)
 - 3) Preparation for the trip -- clothes, luggage, etc.

- 4) Customs aboard ship. Tipping, What to wear and when. The American Bath and How to Use it.
- 5) Landing in San Francisco. What to expect. Transportation. Tipping.
- 6) Trains: Dining car; snack bar; sleeper; porters, etc.
- 7) Hotels -- costs, reservations, tipping, phones, cost thereof, meals (not necessary to eat at hotel), handling of baggage.
- 8) Staying in a private home: What to do about gifts. (See also Baker book on courtesies when visiting.)
- 9) Shopping. Where to shop and when: Newspapers as a guide to sales. What are the best sales days?
- 10) Courtesies between men and women -- bestowing and acceptance of such.
- 11) Personal services and costs through hair and shaving, beauty treatments, dry cleaning, pressing, etc.
- 12) Japanese customs that may seem strange in America (giggling and covering mouth when laughing, etc.)
- e. Special program for women leaders in addition to the above:
- a. Each person going to the States with the WIO has selected a major and minor subject for observation, study, and report at the end of the trip. Outlines for these subjects have been or are being prepared in rough draft. Such drafts are then discussed by the Japanese leader with appropriate Japanese lay and government leaders and SCAP staff agencies. Efforts are being made to have each person feel herself a representative of others in her field and to have others look upon her as such by encouraging her to seek advice from them. For example, Miss Omori of the Ministry of Agriculture and Forestry has had conferences with all section chiefs in her Bureau; Mrs. Tanino of the Women's and Minors' Bureau is discussing her program with other Bureaus in the Labor Ministry and with labor union heads as appropriate; and Mrs. Kume, lawyer, has had frequent conferences with the Civil Liberties Union and the Civil Liberties Bureau in the Attorney General's office. Reading in each field is proceeding apace. Basic outlines are constantly being revised in the light of new information. It is planned that eventually reports based on this outline will be published by the Women's and Minors' Bureau and released as a report to Japanese women.
- b. All members of the Women's Group are reading the following:
Beard's Basic History; Lilienthal's TVA; Wolf Ladajinski's Rural America; Beard's The Republic; applicable portions of Gunther's Inside USA; Emily Post as needed.

- 7-15012
- c. English lessons for members of the women's group who are not overly fluent are being given by qualified dependents. Each woman in this category is taking lessons six days a week, one hour and a half a day.
 - d. Clothing problems for the three women who have had little previous continuous contact with Americans were solved by the American college women alumnae groups, through the initiative of Esther Crane.

3. Observations:

- a. The plan above is by no means ideal but it does provide a maximum of personal participation and, it is hoped, approximates in some detail discussion situations which will be met in the States. Since the initial meetings, the group itself through its questions has suggested the subjects for discussion, so that to some extent the meetings are self-motivated.
- b. All those who joined the group sufficiently early to attend several sessions have appeared to develop considerably in confidence and facility so far as observable manners and customs are concerned.
- c. All say they are profiting by the discussion. Certainly, all meetings are lively and full of interest to both Japanese and Americans. Innumerable surprising misconceptions about America come to the surface. The women especially, since they have had a longer period of orientation than the others, are beginning to acquire a more realistic attitude concerning the possibilities and problems in their trip.
- d. It is obvious from the questions asked by the group that most of those who have not been to the States before understand in general what is happening but do not always actually capture the full significance of what is said, to capture meaning make it ones own and immediately respond with questions is still an elusive accomplishment.
- e. As a result of contact with this group, which has included besides the women, men educators, a sociologist, newspaper people, and information specialists, the undersigned feels certain that results obtained from money expended on the Leaders Project will be greatly enhanced by planned orientation of all who have not been to the United States before.

4. Recommendations:

- a. That a plan be developed to orient all Japanese going to the United States.
- b. That this orientation cover both subject matter and manners and customs.

- c. That the Japanese Foreign Office under the guidance of CIE undertake orientation regarding manners and customs, that some of this be accomplished with men and women together and other phases in separate groups. That both men and women be used as instructors.
- d. That CIE undertake the orientation so far as subject matter is concerned and that the cooperation of all SCAP staff sections be secured.
- e. That care be taken to have each group oriented constitute a cross section of people going. The undersigned feels there is great value in Japanese in different professions having an opportunity of meeting one another and acquiring knowledge of one another's programs and problems. This can serve as a basis for welding some of the new leadership together.
- f. That volunteer English teachers be secured as necessary.