The directorship of the Food Agency was also allocated to Agricultural Economics, but the situation here is not so acute inasmuch as there is no occupational area specifically for "food", and a number of subordinate officials are also allocated to the Agricultural Economics area.

3. After discussions between members of the Forestry and the Fisheries Division, NRS, and members of Examination Branch, CSD, a tentative proposal was made for remedying the situation described above. Under the proposal NPA would notify the applicants for the Forestry and Fisheries directorships that the Agricultural Economics test given was not the appropriate one, and that those who had taken that test for these positions would be given the opportunity to take the appropriate test (Fisheriesor Forestry) if they could meet the prerequisite. There is the liklihood that such a course would meet with some objections from the Ministries, some of whom would perhaps demand further readjustments in their areas. Admittedly, the problem of NPA being criticized is a serious objection to the proposal. The value of the proposal is that it offers simultaneous solutions to the two crucial aspects of the problem:

a. Getting qualified subordinates into the competition.

b. Getting unqualified candidates out of competition.

4. NPA has countered with a proposal which, in essence, merely permits the present temporary incumbants to take the Agricultural Economics test in the follow-up examination. It neither eliminates the unqualified candidates, admits the qualified subordinates, nor places the positions in their correct occupational field. For these reasons NPA's proposal does not appear to be a solution to the problem.

5. Attached is a copy of the NPA proposal with marginal notes by members of Examination Branch.

6. Should matters be brought to a head on this matter, or should further effort be made to find a solution suitable to all parties?

Joseph S. Speicher

JOSEPH SPEICHER
Acting Chief, Examination Branch

JS:aa

National Personnel Authority

March 17, 1950

To:

Mr. Joseph L. Speicher,

Civil Service Division,

Government Section, GHQ, SCAP

In re: your views on the change of kind of occupation for position of the Director-General of Forestry Agency

1. I have interpreted that the adjustment you directed me, though I could not fully understand it on account of my poor knowledge of English, is to announce publicly the change of the status of the position of the director-general of Forestry Agency by allocating it to Forestry (38), and to declare not only that the examination on agricultural economy for this position is null and void, but also that this position belonging to Forestry will be filled by an open competitive examination when the follow-up examination is given. (I would add that I cannot understand whether or not it is your policy to treat those applicants who had already undergone the examination on Forestry (38) in the original examination as having completed the examination and not to recognize the necessity of making them receive the examination again.)

I agree that this method is the best on the premise that the change of the kind of occupation for the position of the director-general of Forestry Agency is approved.

2. However, this change is to be effected after the National Personnel Authority admits and publicly announces that it misallocated the position

of the director-general of Forestry Agency and of the director-general of Fisheries Agency. Here, I would like to remind you that our Director-General, myself and the Chief of Examination Section had before the administration of the original examination, discussed with all the ministries, agencies and several Diet members for many days on the proposal for change of the kind of occupation for this position. There was a divergence of opinions between them and the National Personnel Authority in regard to several scores of positions, but we have managed to continue until today without recognizing any such change in spite of their dissatisfaction.

If the National Personnel Authority should make a change for the kind of occupation in respect to the positions of the director-general of Forestry Agency and others now, it would give all the ministries and agencies the impression that such change is possible even at the present time, and, in consequence, we must expect to receive again the same strong demands from all the ministries and agencies as were presented before the administration of the original examination.

On this problem, we became emotionally at odds with all the ministries and agencies as a result of the bitter divergence of opinions at the above-mentioned discussion. To repeat this experience again now would result not only that it would deprive our Director-General, the Chief of Bureau of Recruitment, the Chief of Examination Section, etc. of their valuable work hours in having to attend to these demands, but also that it would so utterly disarrange the results of the examination that the situation would get out of control, and, at the same time, the National Personnel Authority would be exposed to bitter criticisms and severe attacks from all the ministries and agencies as well as the Diet members who had been bureaucrats.

3. It is generally presumed that the disposition of the examination has already reached the stage of scoring the papers. Accordingly, if such a change for the kinds of occupations of positions is made, it is highly probable that the general public would feel that the National Personnel Authority is going to adopt deliberately a disadvantageous step for the candidates of the examination for the position of the director-general of Forestry Agency from the result so far ascertained.

We would be bitterly criticised at least by the candidates of the examination on agricultural economy who had competed for the position of the director-general of Forestry Agency, and, at the same time, the general public except those connected with the forestry work would sympathize with those candidates. As a result, it is apparent that the National Personnel Authority would impair its prestige, and would further make the examination more unpopular.

4. If your intention is to open the position of the director-general of Forestry Agency which will be newly allocated to Forestry (38) to persons qualified therefor in the follow-up examination, the result would be contrary to your intention. That is because it is surmised that only Mr. Yokokawa, who is slated to be appointed the next director-general, would apply for the examination, from among a large number of persons who are qualified for that position and all others qualified would not apply. The three Commissioners, in their letter to Mr. MacCoy, already pointed out that, from a moral sense of the Japanese, no subordinate would ever dare to compete for the immediately higher position which is actually occupied by a director-general.

Such a situation is not much different, in the final analysis, from allowing Mr. Yokokawa, who did not undergo the original examination, to

receive the follow-up examination for the position of the director-general. The only difference would be that the content of the test items would not be mainly of the forestry proper, but would relate to economic problems based upon a wide scope of knowledge relating to agriculture and forestry.

5. In this connection I would like to stress the following point. It is a fact already known to you that a large number of qualified persons in the Forestry Agency stated that they did not "feel" that they were qualified for the position of the director-general, inasmuch as the position of the director-general was evaluated to relate to Agricultural Economy (34) in the examination. However, this is not true. While it is understandable that the employees of the Forestry Agency felt strange for the fact that the position of the director-general was allocated to Agricultural Economy (34), they came to understand more or less why such allocation was made by reading the definition of the Agricultural Economy (34). This is clear from the fact that the Forestry Agency never presented a request even once for the change, although persistent requests were made from all the ministries for the change on the kind of occupation. The fact that the higher-ranking officials of the Forestry Agency did not elect to apply for the examination for the position of the director-general is evidently due to nothing but the moral sense which is a peculiar characteristic of the Japanese.

6. I cannot part with the idea that, in order to slove this problem, the best way would be to establish a general principle that those qualified for designated positions who did not undergo the examination be allowed to receive the follow-up examination.

7. I am aware that one of your objections to this idea which is entertained by the Commissioners, the Director-General and myself is the point that it is unfair to those qualified who were not appointed to the

designated positions. I can understand your objection in point of technicality. However, it must be pointed out that, in the original examination, even the incumbents who fell short of the necessary qualifications were treated as being qualified for the examination. Because the follow-up examination is given only to the incumbents who were temporarily appointed as being qualified therefor, the extent of its benefit is evidently less as compared with that of the incumbents at the time of the original examination.

8. Another reason for your objection, I suppose, is that the method we propose is very likely to promote the "spoils" system. However, the temporary appointment, as we mean here, is made of those who meet the qualifications for appointment based on the directive referred to in the NPA Rule No. 8-1 as well as the qualifications for appointment set forth in the announcement of the examination. There is no doubt that the appointments will be made regardless of whether the appointees are the supporters of any particular political party or not, provided that they have the necessary qualifications. It is a fact well known to you that we disapprove the appointment of Mr. Hamada to the position of vice-minister of the Agriculture and Forestry Ministry, not because he is the supporter of the Democratic-Liberal Party, but because he falls short of the qualifications for the appointment in view. In the circumstances, to allow the follow-up examination to the qualified persons who were temporarily appointed is an entirely different problem from promoting the "spoils" system.

9. I would like to stress again that a competitive examination in the case where the position immediately higher is actually held by an incumbent cannot be said as being open and competitive in the true sense of the words. That may be a phenomena peculiar to the Japanese. At any rate, it is a fact that the examination under Article 9 of the Supplementary Provisions, unlike

other examinations, has lost much of the nature of an open competitive examination. It would be highly desirable to allow the follow-up examination to the qualified persons who were appointed to the designated positions after the original examination, so that as many qualified persons as possible may participate in the competition.

10. There could be a fear that the incumbents who would be thus allowed the follow-up examination might have been selected and appointed by the appointing officer through personal considerations. However, if their temporary appointment had been approved by the National Personnel Authority just because they were duly qualified for such appointment, and if they had been appointed to the positions in a permanent status by dint of having obtained an excellent result in the follow-up examination, it is the sheer fruit of their real ability, and the National Personnel Authority need not entertain any misgiving for such actions, but should rather be pleased that capable persons were given the change of the follow-up examination.

Miyaji Kenjiro
Chief of Bureau of Recruitment

17th Mar, 1950 K. Miyaji

If They = score high enough on the Admin. test

Point 2 is a serious criticism of our plan. But this plan does neither of the two corrective actions necessary
1) Bring into competition the regular Forestry officials who took the Forestry test
2) Eliminate the candidates who have

NPA's follow-up examinate plan.

Government officials whose grade is 10 or above and who fall under any of the following categories shall be admitted to take the second S-1 examination in case NPA's approval is gained:

1. Those who had dispatched to foreign countries on bfficial business prior to the last date (22 January) of the first examination.

2. Incumbents who applied for the first examination and were unable to take all or any part of the examination on account of illness or other serious obstacles.

   (Note) In these cases examination shall be given only for unfinished part of the first examination.

3. Those who had transferred to the designated position getting NPA's approval for temporary appointment after the closing date of the application (24 December 1949) but who had not taken the examination of the occupational area in which the transferred position included.

   (Note) We recommend appointing officials to fill vacancies which occurred after the examination among those who took the examination in which the vacancies are included.
   However all positions on a whole line of promotion are not always included in one occupational area and actual cases show us that officials just beneath a vacancy had not applied for the examination because of their regard for the incumbent or their innocence.
   Therefor the category (3) is necessary to fix up the matter practically.

4. Applicants who were specially approved by NPA on the day of examination as it was impossible to sit for the examination without impeding the execution of urgent official duties.

5. Those who had repatriated from foreign territory on and after the closing date (24December 1949) of the application period and whose position -- whether governmental employer or outsider -- was equivalent to grade 10 and above.

AGRICULTURAL ECONOMICS - List of Qualified Applicants of Grade I

Present Position and Grade	DESIRE		
	Food Agy	Forestry Agy	Fisheries Agy
Director of Food Agency, MAF I	X		
Director of Fisheries Agency, MAF I			X
Chf, Live Stock Bureau, MAF II	O	O	O
Chf, Minister's Secretariat, MAF II	X	X	
Chf, Agric Land Bureau, MAF II	O	O	O
Chf, Agric Administration Bur, MAF II	O	O	O
Chf, Agric Improvement Bur, MAF II	?	?	?
Chf, Const Div Agr Land Bur, MAF III	O	O	O
Chf, Agric Coop Assn, MAF III	O	O	O
Chf, Planning Div Agr Land Bur, MAF III	O	O	O
Chf, Tokyo Agric Land Bureau, MAF III	X		X
Chf, Okayama " " " " III	?	?	?
Chf, Kyoto " " " " III	?	?	?
Chf, Sendai " " " " III	?	?	?
Chf, Kanazawa " " " " III	?	?	?
Chf, Tokyo Dist Forestry Bur, MAF III	X	X	X
Dep Chf, Fisheries Agency, MAF III	?	?	?
Chf, Livelihood Material Bur, ESB II	O	O	O
Dep Chf, Production Bureau, ESB III	X	X	X
Chf, Nagoya Dist Econ Sta Bur, ESB III	X	X	X
Chf, Second Division, Price Agency III	X	O	O
Chf, Internal Adm Bureau, NPA II	X	?	?
Standing Councillor, Food Dist Kodan, Civ I	X		

X - Wishes the position only
O - Wishes any position
? - Desire unknown

林野庁長官の職責変更に関するSuggestion

Proposed adjustment of the technical requirements for Chief, Forestry Agency in the Article 9 Examination.

Article 45 of the NPSL states "Each examination shall have as its object the measurement of the relative abilities of the persons examined to perform the duties."

It has been determined that the appropriate occupational field and appropriate written technical test for Chief, Forestry Agency is Forestry (38) rather than Agricultural Economics (34). Therefore the application of the Agricultural Economics test to candidates for this position is declared void. All candidates for Chief, Forestry Agency are given the opportunity for applying for the Forestry test which will be administered to all who are qualified at the time of the follow-up examination.

(Same treatment for Chief, Fisheries Agency and any other outstanding instances of misallocation).

Such an adjustment will accomplish the two necessary changes

1. Allow people really in forestry to compete without obvious indication that they are after the boss's job.

2. Eliminate non-qualified individuals, now in competition, without adding ex post facto requirements.

CIVIL SERVICE DIVISION
Government Section

10 March 1950

MEMORANDUM FOR: Mr. Miyaji, Chief, Recruitment Bureau,
National Personnel Authority

SUBJECT : Keying the S-1 Administrative Test

1. After our recent discussion of the results of the item analysis of the S-1 Administrative Test with Mr. Ueno, Director-General Sato, yourself and members of your staff, there remained five items upon which no final decision had been made. These five items were studied by members of the Civil Service Division staff and there was almost unanimous agreement on the recommendations for keying the items. The following recommendations are, therefore, transmitted to you.

2. Recommendations:

Item No. 34 should be eliminated.
Item No. 44 should be keyed for both 2 and 3.
Item No. 48 should be ~~keyed for 1, 2, and 3.~~ eliminated
Item No. 56 should be eliminated.
Item No. 63 should be eliminated.

We will be glad to give you the reasons for these recommendations at a meeting in the near future, and to discuss any objections you may have.

JOSEPH L. SPEICHER
Acting Chief
Examination Branch

JLS:rp

Draft CO File CO 26-8928

MacDonald Salter
10 March 1950

From: GS To: CCS

2. 1. It is evident from this study that the Special Postmasters Association constitutes a non-governmental organization. The actions taken by MOPS in delegating to the Association functions of MOPS are inconsistent with law. This has resulted in the Association substituting its decisions and determinations for those of the management of MOPS.

2. With respect to personnel of the Association, the study indicates that 1,432 are actually paid by MOPS and assigned full time to the Association, while only 80 are paid directly from Association funds. Since the nature of the Association is non-governmental, the continued payment by MOPS of the salary and wages of those assigned to the Association constitutes a violation of the National Public Service Law and the New Pay Law. Those responsible for authorizing such pay are subject to penal provisions of these laws. Furthermore, the study shows that the Special Postmasters, who are part of the regular service contribute annually to the Association. Since the Association conducts extensive business for profit directly connected with the operation of the Special Post Offices, this appears to constitute a violation of paragraph 4 of Article 103 of the National Public Service Law with the attendant penal provisions.

3. This Section in reviewing the corrective actions recommended in Tab H, confines its comments in accordance with paragraph 3 of the Check Sheet to Item 1c-2 and Item 1f.

(1) Item 1f recommends the inclusion of Special Postmasters under the National Public Service Law. Apparently there is some misunderstanding since the Special Postmasters are already part of the "regular service" and are subject to the provisions of the National Public Service Law and of the New Pay Law. Interpretations concerning their pay have already been made by NPA fully recognizing the fact they are part of the regular service.

(2) Item 1c-2 recommends the establishment, by rules of MOPS, of standards of eligibility for postmasters of Special Post Offices based on age and educational qualifications. This is not consistent with the National Public Service Law. Minimum standards of eligibility based on duties and responsibilities of the various types of Special Postmaster positions should be established by the NPA. This agency is specifically charged with this type of function by Law. NPA can carry out this function on its own initiative or upon request of MOPS. Upon the completion and acceptance of these standards of eligibility, vacant positions or positions vacated in the future could be filled by a system of competitive selection.

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S-1 file

CIVIL SERVICE DIVISION
Government Section

7 March 1950

MEMORANDUM: For the Record

SUBJECT : Occupational Grouping and Minimum Qualifications for Positions in the Forestry Agency, Ministry of Agriculture and Forestry

Members present: Mr. F. Ineson, Head, Economics Branch, Forestry Division, Natural Resources Agency, and Messrs. Speicher and Hoover, and Miss Pierson, Examinations Branch, CSD.

1. The most immediate problem discussed was the appointment of a qualified forestry person to replace the Chief of the Forestry Agency, who has resigned, + who has been replaced under temporary appointment by a man who cannot stay after S-1 results are announced. Under the S-1 examination this position was designated as Level I and assigned to Agricultural Economics group, as were the Directors of the Food and Fisheries agencies in the same ministry. The majority of the other positions in the Forestry agency at Levels III and IV were assigned to the Forestry group. According to NRS a number of persons in the agency did not apply for the position as chief of the agency because they did not feel they were qualified, the position being in a different occupational group. Mr. Yokakawa, former Chief of the Guidance Division, now in the position of Chief of Agency, and considered to be the best qualified to replace the incumbent chief, did not apply for this occupational group including this position.

2. The problem rests on (1) who is not in the present competition who should be and (2) who is in who should not be because of grouping and qualifications established for this position only.

3. Two possible solutions mentioned in the discussion were: (1) declaring this agricultural economics examination inappropriate and void for forestry positions, and permitting applicants who took agricultural economics for this position to try to be qualified and take forestry in make-up, if so qualified. (2) Adding special educational qualification requiring university graduation from a recognized school of forestry.

4. On general pattern of years of experience established for the position of chief, Mr. Ineson said they were all right if the position was in either Group 34 (Agricultural Economics) or Group 38 (Forestry). If assigned to 38 the special requirement of four years in past ten would not need to be repeated because of inclusion in the general forestry experience requirement. Instead of special qualification "none", however, they would require graduation from recognized school of forestry.

5. Mr. Ineson felt if the Japanese government recommended putting Chief, Forestry Agency, into General Administration group with many other Level I positions, the forestry educational requirement should be added as a special qualification for this particular position. At present none is required.

6. In revising minimum qualifications for the Forestry Agency for future use, NRS recommends the Chief of the Forestry Agency be assigned to No. 38 (Forestry) and delete forestry experience from No. 34 (Agricultural Economics). There is a similar situation apparently in Fisheries Agency but at the present time Mr. Ineson spoke only for forestry.

7. In addition, NRS would like to see a special forestry educational requirement added for certain positions in the agency similar to medical educational requirements set up in Welfare Ministry jobs. They will submit written recommendations on these later. In connection with several positions in the Forestry Agency like accounting, labor and welfare, and economics, NRS would like to see experience in forestry required as general requirement and budgeting and accounting, etc. as a special requirement. This would mean that foresters who had turned to accounting, economics, etc. could qualify more easily for positions in forestry agency.

G. Pierson

GRACE M. PIERSON
Examination Specialist

GMP:rp

(One copy MS sent current folder 27 April)

National Personnel Authority

February 21, 1950

Rec'd CSD 2/21/50 (1630) WBR

To:

Mr. W. Pierce MacCoy,

Acting Chief of Civil Service Division,

Government Section, GHQ, SCAP

Scope of Candidates for the Follow-up Examination of the Examination as provided by Article 9 of the Supplementary Provisions of the National Public Service Law

1. Apropos of our proposal to include in the scope of the above-cited candidates "persons who, although possessing the qualifications for appointment, did not take the examination proper but who have been temporarily appointed to designated positions after the dealine date of the applications for the examination", we understand that you main objection to this proposal lies in the fact that the revision of the announcement of the examination is likely to impair the prestige of the National Personnel Authority. The examination announcement, however, was already revised several times after its publication, the most important revision being the addition of a "character test" made at your suggestion. Consequently, we cannot consider in the least that the prestige of the National Personnel Authority would be adversely affected by our proposed slight revision.

2. While we fully appreciate of your anxiety on the point that the revision of this announcement would impair the prestige of the National Personnel Authority, we do not think that the mere effort to preserve the prestige of the National Personnel Authority at the expense of the

obstructions that are likely to arise in administrative operations throughout the Japanese Government will be supported by the Diet, the Cabinet and public opinion.

3. Concerning your view to tide over the period up to the certification by means of temporary appointments in order to avoid such obstructions, we cannot but oppose it, because the system of temporary appointment is an entirly new concept and we are fully aware that, since the Japanese do not generally desire to receive appointments for which it is obviously hopeless to acquire a permanent status after certification, there naturally will be no employee who would respond to the offer of such unstable temporary appointments.

4. It is observed as most likely that the Prime Minister will lodge a protest with General MacArthur on this question. For the Government has issued a notification concerning the forthcoming election for members of the House of Councillors, ordering government employees who will run in this election to retire from government service at an early date. Accordingly, it is anticipated that a fairly large number of higher-ranking officials will retire from government service, and the Cabinet doubtlessly is most concerned with the question of appointing their successors.

5. We have already received several representations from the various ministries on this question, and if the matter is allowed to take its own course as at present, we can clearly foresee that a situation such as the one referred to in the preceding paragraph will arise in future.

6. Besides those mentioned above, the following are the detailed reasons for our present proposal on this question.

a. The fact that, while the candidates for the present examination number 8,000, the number of the applications received for the examination is only 12,000 goes to shew that one candidate

Doesn't necessarily measure the competition. For example, candidates for "general administration" may be few in number but the applications for 150 positions may be large

applies on an average not more than 1.5 subjects. Moreover, from surveys of the applications for the examination we can gather the trend that the lower the level of the employees, the larger the number of the subjects taken, while the higher the level of the employees the less the number of the subjects in which they were examined. This trend speaks that the higher level officials had taken the examination only for the positions actually held by them of present. The reason for this is very obvious for us Japanese. When there are incumbents in the positions higher than their own, it is common sense for Japanese to consider it too unceremonious and against moral sense to compete with their seniors. That this tendency is more marked as the positions involved become higher in level is only natural, and there are clearly many instances in which well-qualified excellent employees had not taken the examination for the positions higher than their own.

subjects ?

b. As you are well aware, this examination met a strong opposition from the Cabinet which, in fact, did everything in its power to postpone or suspend it that the incumbents of all the designated positions were at a loss how to act till three o'clock in the afternoon of December 24, the deadline date of the applications for the examination. The National Personnel Authority received most of their applications between three and five o'clock of the same day. This fact appears to suggest that the candidates holding higher level positions had missed an opportunity of giving mature consideration to the application for the examination, and this, coupled with the fact mentioned in "a" above, must be said as having greatly marred the open and competitive nature of this examination notwithstanding positive publicity given by the

Applications ? may have been made out long before. They were only submitted at the last month

National Personnel Authority.

c. In classifying government positions it is but inevitable that the occupations in which vice-ministers and director-general are included do not coincide with those of lower positions, due to the peculiarity of the duties of each position. A few examples are given below to illustrate this point:

The occupation of the vice-ministers is general administration, while the occupations of the chiefs of bureaus under their direct control are, in the case of the Finance Ministry, finance and economics, in the case of the Postal Services Ministry, postal services, and in the case of the Telecommunications Ministry, telecommunications engineering or telecommunication management.

The occupation of the deputy director-general of the Economic Stabilization Board is general administration, while that of the chiefs of bureaus under his direct control is finance and economics.

The occupation of the director-general of the Resources Agency is business specialist, economics, while the occupations of the chiefs of bureaus under his direct control are business specialist, mining, electric power, etc.

The occupation of the director-general of the Forestry Agency is agricultural economics, while the occupations of the chiefs of divisions under his control are general administration, forestry, etc.

The occupation of the director-general of the Fishery Agency is agricultural economics, while the occupations of the chiefs of divisions under his direct control are general administration, fisheries, etc.

The occupation of the director-general of the Maritime Safety Agency is general administration, while the occupations of the chiefs of divisions under his direct control are general affairs, marine transportation, surveying and others.

Therefore, if those who are qualified as vice-ministers and director-general had taken the examination only for the occupations pertaining to their positions, they are deprived of the opportunity of being appointed permanently to the positions of vice-minister and director-general if they do not take a follow-up examination.

d. The announcement of the examination states, inter-alia; "Incumbents of positions for which this examination is to be given, who, for illness or other unavoidable circumstances, are unable to take this examination, shall be given a separate examination subject to approval of the National Personnel Authority under separate rules."

However, for those that do not come under this stipulation but who were unable to take the examination because of really unavoidable circumstances, the National Personnel Authority has already obtained the approval of your Examination Branch concerning the follow-up examination of the employees listed below:

(1) Employees who went abroad after having left designated positions and assigned for duty in the Secretariat, and thus were unable to apply for the examination.

(2) Employees who are in the tenth salary grade and could not apply for the examination because of their stay abroad.

(3) Candidates of the tenth salary grade who missed the examination because his office had caught fire the night before the examination and were engaged in winding up affairs on the day of the examination.

Naturally the announcemant of the examination must be revised in order that the aforementioned employees may be given the follow-up examination. That is to say, the revision of the announcement is absolutely necessary regardless of how this question stands.

The above are our views on the question, and we sincerely hope that you will be so good as to consider the matter carefully and give us at the same time an opportunity of talking over this problem with you.

Asai Kiyoshi

President

Yamashita Okiie

Commissioner

Uyeno Yoichi

Commissioner

CIVIL SERVICE DIVISION
Government Section

16 February 1950

MEMORANDUM FOR: Brigadier General Courtney Whitney
Chief, Government Section

SUBJECT : Administration of Critical Examinations (S-1)

1. The following is a composite report on the so-called Critical Examinations which were given by the National Personnel Authority in compliance with article 9 of the Supplementary Provisions of the National Public Service Law (Law #120 of 1947) (see Tab A). These examinations were administered in compliance with said article to all administrative Vice-Ministers, Bureau Chiefs, Deputy Bureau Chiefs, Section Chiefs and Assistant Section Chiefs, and other similar position holders as designated by the Authority. The examinations were given in two parts: (1) the general administrative test common to all occupational groups; and (2) the technical tests for various occupational groups (see Tab B for technical test by subjects).

2. The general administrative tests were held on 15 January 1950 in 14 cities throughout the 4 islands of Japan (see Tab C for details). Of the 7815 applicants for the 2649 designated positions, 7432, or 95.1%, presented themselves for the tests. Weather conditions were uniformly ideal with clear sunny skies and moderate temperatures prevailing, with the results that candidates experienced little physical discomfort. It was announced that the tests would require 3 hours but that candidates might take as much additional time as they wished. The tests in all centers were begun promptly at 0900 hours. Very few candidates left before 1400 hours. The majority finished between 1400 hours and 1700 hours. In those few centers where there were no electric lights available, the tests were closed at 1730, while in other centers a few candidates stayed later. The examination in Tokyo was closed at about 2300 hours. The decision to allow unlimited time was a new experience in this type of examination for the Japanese and was actively applauded, and undoubtedly forestalled criticism. Smoking privileges during the examinations were extended to all candidates and hot tea was made available throughout the day. All candidates were permitted freedom to visit the latrines under the watchful eye, however, of examination monitors to prevent discussion or exchange of information during the period of the examination. These things were all innovations in the Japanese examination system and helped create a favorable atmosphere. Because of these freedoms one newspaper referred to the test as a "paradise examination". In general the examination was administered smoothly and there were no serious incidents.

3. The NPA published a rule twenty-four hours before the examination was called that no one but the applicants and the official monitors would be permitted to enter the examination rooms during the period of the examination.

It was felt that this rule was necessary to prevent any outside disturbance from interfering in any manner with the applicants who were concentrating on the examination. This rule barred press photographers. Although there was much interest in the examinations with many newspaper men present at the several centers, the NPA restrictions were generally observed in good faith. Two unauthorized photographs were secured - one at Osaka and one at Sapporo, where the photographers used telephoto lenses and shot from the outside through a window. Apparently no great harm was done thereby. A number of candidates were photographed and interviewed coming to or leaving the examination rooms. Newspaper comment on the administration of the test and on the test content was generally favorable and was also quite intelligent. The dignified conduct of the examination made a good impression with the result that it was treated in a serious manner by the press.

4. Candidate opinion has been somewhat mixed and is difficult to determine with any degree of accuracy. The test was considered difficult by most of the candidates, but the questions themselves seemed to have been regarded as sensible. Some candidates considered the test too broad and objected because the questions covered subjects which they said they personally never had to deal with.

5. The second part of the examination covering the test for various occupational groups was held on 20, 21 and 22 January 1950 in the same 14 cities as those utilized for the administrative test. (see Tab D for details.) Tests for the business specialists were administered on 20 January. Tests in statistics and law were administered on 21 January and tests in all other options for which tests were prescribed were held on 22 January. On the last date, each test was divided into two parts of 40 questions each; Part I of which was taken in the morning; and Part II in the afternoon. This arrangement made it possible for each candidate to take sufficient options and still have a break for lunch without compromising the security of the test. Weather conditions were generally ideal on 20 and 21 January but were rather poor on 22 January with overcast skies and chilly temperatures which imposed considerable physical discomfort on the candidates. All technical tests were administered with definitely prescribed time limits. In general, administration was smooth and uneventful. There was little or no press interest shown in these technical tests. Candidate opinion of these tests was also mixed but seems to have been somewhat more critical than in the case of the first test, possibly because of the fact that the theory and purpose of the test was not well understood. It must be remembered this is the first time that tests of this nature have ever been given in Japan and due to security measures prior to the date of the examination, it was impossible to explain the operation and intent of grading too thoroughly. Some candidates considered the tests easy but most found them difficult. There was again some criticism of the breadth of the subject matter and some questions were criticized as trivial. As far as can be determined, test security was perfectly maintained, probably as a result of the extraordinary security precautions taken.

6. There were several human interest items which occurred during the examinations or immediately prior thereto which are worthy of note and record.

In Sendai one newspaper reporter conceived the idea of ridiculing the examinations by printing what he thought was a humorous article approximately 10 days before the date of the first examinations, calling upon the children of the community to urge their fathers to take the examination and to assist "papa-san" in studying for the examinations. The idea backfired in that it was taken seriously by thechildren of the community and they actually did put on a compaign to urge their fathers to come out for the examination. The idea apparently snowballed in public sentiment as the children went to work in earnest. The newspaper which had printed the article was quick to catch the change in public thinking and its subsequent articles dropped the humorous touch and became serious.

7. I served as the Civil Service Division observer at the examinations of the Vice Ministers and the Bureau Chiefs, which were given in Tokyo in the NPA building. It was interesting to note that although I had many good friends and acquaintances among the Japanese taking this examination in both these groups, all took great pains to stay as far away from me as possible prior to the sitting for the examination on the very evident premise that they did not wish anyone to question the outcome of their examinations due to their personal friendship with me. They wanted it very plainly noticed that they made no attempt to be close enough to me to secure any information prior to the examination. After the examination the majority of them sought me out and exchanged friendly greetings before leaving the building.

8. While there was a large group of press photographers, reporters and newsreel photographers clustered around the entrance to the NPA building, they all were careful to respect the restrictions enunciated by the NPA. As far as I could tell, they were all very careful to secure permission of the individuals before taking pictures, even though they were operating outside the building or at its entrance. When it was felt that the heavy movie equipment with its attendant snarl of electrical cables for the sound recording equipment was causing undignified obstruction at the entranceway to the building and the matter was called to the attention of the photographers, they were extremely cooperative in immediately removing their equipment to eliminate the obstruction and the undignified appearance of the doorway, and they offered no objection to the extra work this entailed for the camera crews.

9. One Bureau Chief in discussing the administrative examinations with me after he had completed his test and left the examination room stated that he had heard that such examinations were not given to similar levels of civil servants in the United States. I pointed out that this was generally true. Civil servants who were appointed to positions under the purview of the Civil Service Law were required to take Civil Service examinations as specified by the Civil Service Commission. However, civil servants receiving political appointments where in they were selected by the President and confirmed by the Senate did not have to take Civil Service examinations. I used as an example of this latter class the key personnel appointed to TVA. I pointed out, however, that individuals appointed to similar high level positions in older line departments whose positions were under the Civil Service Law fell in the category of those who must take regular Civil Service examinations as prescribed by the Commission. I drew this Bureau Chief's attention to the fact that the resulting difference in the type of appointments was worthy of note. The individuals appointed to positions under the Civil Service Act

were governed by regular retirement benefits, protected by formal appeal procedures, and the political activity protection rule of the Commission, while individuals appointed to positions not under the Civil Service Act, such as these in TVA and similar organizations, had no such protection or rights. Bureau chiefs given political appointments could be discharged at the pleasure of the Chief Executive which in effect almost meant the controlling political party bosses, and they had no right of redress, but this was not possible where individuals had been appointed under the Civil Service Law. The Bureau Chief thought this explanation over for a few seconds with a very thoughtful mien and then said, "Mr. MacCoy, I believe that the examination we were required to take by the NPA is a very small price to pay for the protection we are offered by the National Public Service Law."

10. While there still is quite a bit of adverse comment concerning the examination, I believe that two things should be remembered: (1) this type of examination is entirely new in its operation and concept to previous Japanese thinking, and "man fears that which he does not understand"; and (2) the requiring of adults to take examinations for positions which they have previously gained regardless of the method used in climbing to such a position of prominence is psychologically a shock to the man's dignity and therefore it was to be expected that until they are advised which ones have been successful, all individuals tend to strike out at the instrument which they fear might possibly be the cause of embarrassment to their natural dignity. It is a perfectly logical and understandable psychological reaction and a very human one. It is a reaction which was fully expected and therefore discounted before the machinery was set into operation.

W. PIERCE MACCOY
Acting Chief

4 Incls
1-Tab A
2-Tab B
3-Tab C
4-Tab D

TAB
A

Article 9 of the Supplementary Provisions of the
National Public Service Law (Law #120 of 1947.)

"Article 9. Persons actually holding, on a date which shall be established by the Authority, government positions as Administrative Vice-Ministers, chiefs and assistant chiefs of bureaus, section chiefs, and assistant section chiefs and other similar positions as designated by the Authority shall, as provided by rules of the Authority, be deemed as having received temporary employment in such government positions. Such temporary employment shall not exceed three years from July 1, 1948, and may be sooner terminated by rules or directives of the Authority. The Authority shall from time to time designate additional government positions similar to these government positions which shall be subject to the provision of this Article. For the purpose of proper administration of the public service the Authority may give appropriate examinations to any employee holding any government position whatsoever, and make transfers or removals.

"In regard to the government positions as specified in the preceding paragraph, the Authority shall administer the necessary examinations under this Law within two years after July 1, 1948."

TAB
B

Technical Tests for Occupational Groups and Number of Candidates

1.	General Administration	2,049
2.	Pensions	8
3.	Correction and Rehabilitation	51
4.	Printing and Printing Management	12
5.	Meteorology	12
6.	Surveying	18
7.	Narcotic Control	1
8.	Veterinary	8
9.	Horse Racing	7
10.	Sericulture	32
11.	Hunting Inspection	3
12.	Industrial Technology	122
13.	Patents	12
14.	Postal Service	623
15.	Economic Investigation	292
16.	General Affairs	529
17.	Personnel	363
18.	Statistics	82
19.	Budgeting and Accounting	393
20.	Finance and Economics	802
21.	Taxation	210
22.	Law	83
23.	Foreign Affairs	180
24.	Education	223
25.	Land Transportation	268
26.	Marine Transportation	281
27.	Public Health	55
28.	Medical Affairs	43
29.	Pharmaceutical AFFAIRS	14
30.	Nursing	2
31.	Health and Welfare	4
32.	Social Insurance	15
33.	Social Welfare	37
34.	Agricultural Economics	587
35.	Agriculture	185
36.	Agricultural Engineering	104
37.	Agricultural Chemistry	44
38.	Forestry	323
39.	Animal Husbandry	27
40.	Fisheries	72
41.	Labor	328
42.	Telecommunication Management	752
43.	Business Specialist, Economics	544
44.	" " , Mechanics	156
45.	" " , Electric Machines	19
46.	" " , Communication Machinery	23
47.	" " , Electric Power	122
48.	" " , Iron and Steel	52
49.	" " , Mining	227

50.	Business Specialist, Chemistry	120
51.	" " , Textile	82
52.	" " , Construction	208
53.	Civil Engineering	286
54.	Architecture	199
55.	Mechanics	118
56.	Electricity	47
57.	Mining	93
58.	Telecommunications Engineering	448
59.	Shipbuilding	88
60.	Police	108
		12,206

TAB C

General Administration Examination of 15 January 1950

Examination Center	Expected Candidates	Absentees	Candidates
Sapporo	369	26	343
Obihiro	32	3	29
Sendai	342	28	314
Akita	83	3	80
Tokyo	4,133	174	3,959
Niigata	105	2	103
Nagoya	475	31	444
Kanagawa	158	8	150
Osaka	738	23	715
Takamatsu	331	22	309
Hiroshima	325	19	306
Matsue	52	5	47
Fukuoka	423	19	404
Kumamoto	249	20	229
Total	7,815	383	7,432

TAB D

Technical Tests

Date Administered	Kinds	Expected Candidates	Absentees	Candidates
20 January 1950	Business Specialist	1,553	99	1,454
21 January 1950	Law & Statistics	165	12	153
22 January 1950	All other options	7,238	.644	6,594

Candidates for occupational groups Nos. 1 - 15 (General Administration, Pensions, Correction and Rehabilitation, Printing and Minting Management, Meteorology, Surveying, Narcotic Control, Veterinary, Horse Racing, Sericulture, Hunting Inspection, Industrial Techniques, Patents, Postal Service, and Economic Investigation) number 3,250, of which two-thirds were candidates for General Administration, were not scheduled for a written technical test.

CIVIL SERVICE DIVISION
Government Section

file
WPR
2/18/50

9 February 1950

Memorandum for the Record

SUBJECT: SOME NOTES ON THE VALIDITY OF THE S-1 TECHNICAL TESTS

1. Recent criticisms of the technical tests have been directed, in part at least, to their appropriateness or to use a more specific term, validity. Intelligent comment on the appropriateness of a test rests upon knowledge of the purpose of the test and how it is to be weighted in the examination as a whole. It is in this respect that much of the criticism is unimpressive. The general charge is that a test is theoretical rather than being reflective of practical experience. The whole examination has separate components to evaluate practical experience in the field, experience at an appropriate administrative level, specific experience for given positions, and a minimum knowledge of the basic principles of the broad occupational field. The written technical tests were developed to evaluate the latter on a "pass or fail" basis. The critics, because of lack of information apparently, too often treat the technical test as the whole examination and expect it to perform the functions of all the other components. It would be just as logical to criticize the requirement of one year's experience at the administrative level just below the position in question on the basis that such an evaluation would not assure the candidate's knowledge of the technical principles of the occupational field!

2. Both in the criticism of the tests and, in some instances, in their defense there has been considerable confusion between validity of the test as a whole and the internal consistency of the test.

3. A test is said to be valid when it measures the ability or knowledge which it purports to measure. It is always a matter of degree. And the question of what degree of validity is satisfactory can be answered only in the light of specific circumstances. Obviously in some instances an instrument with any validity at all is preferable to nothing. In other instances a quite substantial degree of validity might be required before the test or instrument could be considered satisfactory. To speak of validity as some concrete property which is either there or not there is to be superficial. There are a number of ways in which a test's validity may be evaluated, among them the following:

A) the results of the test may be correlated against one or more external criteria, such as production records, frequency of error, learning speed, and ratings of superiors. The S-1 technical tests obviously cannot be validated against production records or similar quantitative measures. Neither would it be feasible to validate them against supervisor's ratings, for two reasons:

a) The reliability of supervisor ratings, particularly those untrained in making ratings, is notoriously low. And since validity of an instrument is limited by its reliability, it is doubtful whether such ratings would be as valid as the tests themselves. Furthermore, since in many cases the candidate's superior is a competitor for the same position as the candidate, such ratings would be open to serious challenge.

b) Supervisor's ratings generally reflect an over-all judgment of an employee, even though they are asked to rate a specific characteristic. Studies have proven this over and over again. Thus any ratings used to validate a test of technical knowledge would be contaminated by factors of work proficiency, administrative ability, personal characteristics, etc. and would not be a satisfactory criterion of occupational knowledge. Validation of the tests against success in one's career, such as frequency of promotion, etc. is not acceptable here for obvious reasons. The lack of confidence in the promotional system was one of the main factors in causing the administration of the Article 9 examination. Similarly, validation against administrative levels would be questioned from the same viewpoint.

B) The tests may be validated through the pooled judgments of individuals familiar with the occupational field. The tests can be reviewed and modified by experts in the subject matter, and the test material can be based upon standard reference works which are generally accepted. Every school teacher and university professor uses this method to a great extent, often being his own "expert". It is true that tests for very specific tasks or abilities should wherever possible bevalidated against an objective external criterion if such can be found. On the other hand, tests covering broad, basic fields of knowledge present quite a different problem. Here the use of the judgment of experts and the use of standard reference material is frequently the most valuable assurance of the appropriateness of a test.

C) Depending upon circumstances, other criteria for validation may be used. Correlation with other tests or measures of the same field of knowledge may be used, the value of such comparisons depending, of course, on the validity of such other tests. The use of test material which is patterned upon or closely resembles the material of other successful evaluation instruments is an added precaution as to the appropriateness of the test. Finally, in the statistical analysis of test results frequently relationships are found which bear direct evidence on the degree of validity of the test.

4. Once the general validity or appropriateness of the test has been determined by the best available methods for the given situation, the test can be further refined by studying the internal consistency of the test

itself. This, in multiple-choice tests, usually consists of a statistical study of each item to determine whether or not it is measuring the same thing that the test as a whole is measuring. Comparisons of the responses, for each item, of those who did the best on the test as a whole with those who did the poorest will yield an index of selectivity. Items which are not selective may be discarded. As a result of item analysis, items may be modified or discarded for the following reasons:

a) errors in the item due to misprints, omission of parts, etc.

b) the discovery that an alternative viewpoint or consideration is possible which was not appreciated when the item was developed. In such cases the item may be discarded or more than one correct answer may be allowed.

c) in some instances there may, in fact, be no correct answer. In such cases the item should be discarded. As a general rule, in tests dealing with judgment and reasoning it is customary to ask for the "best" answer rather than the "correct" answer.

d) where there is an objective and definite correct answer to an item it should be scored on that basis even though the great majority of candidates gave some other reply. Two plus two equal four, even if 90% of the "high" criterion group say the answer is five. However, in such a situation the test item should be carefully scrutinized to determine whether or not it is appropriate to the objectives of the test. If, for example, in a mathematics test one question required the spelling of a difficult word, it might very well be that the "low" group would do better on that item than the "high" group. This is because the criterion for the item was spelling ability, but for the test as a whole was mathematical ability. Thus although there is a definitely correct answer, the item should be discarded as invalid in terms of the objectives of the test.

The validation of the test, then, consists first of using every feasible method of assuring that the test as a whole is measuring knowledge or ability in the appropriate field, and secondly, of identifying individual items which are contaminating the validity of the test, discarding them or modifying them, thus refining the test and increasing its validity.

The current tests, beyond doubt, possess satisfactory validity for the purpose for which they were constructed, but perhaps would not be sufficiently valid, in some instances, to serve as measures of the variety of abilities which some of the test critics appear to expect them to serve. It is practically certain, pending statistical treatment, that the reliability of the tests are good. Validity is limited by reliability and multiple-choice tests usually have good reliabilities in contrast to essay tests which often have little or none. As far as can be ascertained the old type tests used in the Japanese government service had neither demonstrated reliability nor validity.

JOSEPH SPEICHER
Examination Specialist

CIVIL SERVICE DIVISION
Government Section

6 February 1950

MEMORANDUM FOR: The Record

SUBJECT : S-1 Examination

On January 31, 1950, a conference was held with Mr. Miyaji, Chief, Recruitment Bureau, NPA, and two of his staff members, Messrs. Yamaguchi and Sato, concerning a discrepancy in the number of expected S-1 examination candidates. The Bureau originally reported a total of 8,076 expected candidates and subsequently revised this mumber to 7,815 in a report dated January 23. The undersigned was advised that the difference in total of 261 candidates resulted from the disqualifications of these persons after they were rated against the minimum experience requirements. All of these persons were officially notified of their disqualification prior to the written examinations.

Harwood Hoover

HARWOOD HOOVER
Examination Specialist

HH:rj

	I	II	III	IV
Ministry	Vice Minister	Chief of Bureau	Vice Director of Bur or Chief of Division	Chief of Section
Independent Organization Large	Director of Board	Vice Director of Board	Chief of Division	Chief of Section
Independent Organization Small		Director of Board	Vice Director of Board	Chief of Section
Local Branch Offices Large			Chief of Office	Chief of Division
Local Branch Offices Small				Chief of Office

GENERAL PATTERN OF MINIMUM QUALIFICATIONS

Agency Position Grade	General Experience Required				Special Experience Required				Education
	Kind	Yrs	Kind	Yrs	Kind	Yrs	Kind	Yrs	
I	Experience in occupational area	* 8	Experience at work equivalent to II below(**)	* 1	Special experience in occupational area	*** 4			*** 3
II	"	* 7	Experience at work equivalent to Grade III or to Grade IV	* 1 3	"	*** 3			*** 2
III	"	*** 6	Experience at work equivalent to Grade IV	*** 2	"	*** 3			*** 2
IV	"	*** 5	Experience at work equivalent to Pay Grade 10	*** 1	"	*** 2			*** 1

Min Age 30 yrs - - - - →

Note: These are specific requirements of the positions, possession of which is needed before certification to position. In some cases will not need to be established.

Substitution:

Grad in spec univ course can substitu for 1 yr gen experience

** This administrative experience requirement can be in same occupational area or another occupational area in government or private industry.

* Within last 15 years
*** Within last 10 years

MINIMUM REQUIREMENTS

Agency	Position	Grade (*)	General Experience Required Kind	General Experience Required Length	Special Experience Required Kind	Special Experience Required Length	Additional Experience Required Kind	Additional Experience Required Length	Education
		I	Experience in occupational area plus 1 yr exp at work equivalent to II below (**)	Within last 15 yrs 8	Special exp in occupational area	Within last 10 yrs 4		Within last 10 yrs 3	
		II	Exp in occup area plus 1 yr exp Grade III or 3 yrs exp Grade IV	Within last 15 yrs 7	"	Within last 10 yrs 3		2	
		III	Exp in occup area plus 2 yrs exp Grade IV	Within last 10 yrs 6	"	Within last 10 yrs 3		2	
Minimum Age 30 years - - - -	→	IV	Exp in occup area plus 1 yr exp pay Grade 10 or equivalent	Within last 10 yrs 5	"	Within last 10 yrs 2		1	Substitution: Grad in spec univ course can sub for 1 yr gen'l experience

Note: These are specific requirements of the positions, possession of which is needed before certification to position. In some cases will not need to be established.

* (See reverse side)

** This administrative experience requirement can be in same occupational area or another occupational area in government or private industry.

	I	II	III	IV
Ministry	Vice Minister	Chief of Bureau	Vice Director of Bur or Chief of Division	Chief of Section
Independent Organization Large	Director of Board	Vice Director of Board	Chief of Division	Chief of Section
Independent Organization Small		Director of Board	Vice Director of Board	Chief of Section
Local Branch Offices Large			Chief of Office	Chief of Division
Local Branch Offices Small				Chief of Office

General Policy Minimum Qualifications

1. General experience required for each occupational group and each level (Grade 1, 2, 3, 4) within the occup. group. A certain amount of experience in the next lower administrative level is required for 1, 2 + 3

Educational substitution at rate of 1 yr general experience for university or college degree allowed for Grade 4 employees.

Grade 1 + 2 exp. must be within last 15 years
Grade 3 + 4 " " " " " 10 years

Experience required for each level is progressive, e.g.
Grade 4 – 5 yrs; Grade 3 – 6 yrs; Grade 2 – 7 yrs;
Grade 1 – 8 yrs;

Minimum age 30 for Grade 4 except incumbents

Standards for "equivalent" experience

Established qualifications included in laws + Ministerial orders – if statutory to be incorporated in min qual. Others to be incorporate if consistent with good examining practice

Special minimum qual established for each
position within an occupational group if necessary.
process will be based on these specific Certain cotton position requirements

Examples of kinds of experience are listed for
each occupational area.

Very general in nature. Not too restrictive.

m. qual
S-1 file

CIVIL SERVICE DIVISION
Government Section

2 February 1950

MEMORANDUM FOR: Mr. Miyaji, Chief,
Recruitment Bureau, National Personnel Authority

SUBJECT : Minimum Qualifications - Chief, Nursing Section,
Medical Affairs Bureau, Ministry of Welfare.

In reference to the general and special minimum qualifications established for the above position in Occupational Group No. 30 of the S-1 examination, the Public Health and Welfare Section, GHQ, has recommended that these be revised as follows:

General requirements: Require general experience in the past 10 years in nursing only. Do not establish experience in medical affairs or public health as an acceptable qualification.

Special requirements: Require possession of a nurse's license only. Delete additional present statement relative to medical doctor's or public health nurse's license.

The Public Health and Welfare Section makes the above recommendation because they feel it is imperative to the success of nursing education and service in Japan that nursing affairs be managed by a nurse who has complete understanding of all phases of the profession.

These recommendations were given verbally to Mr. Yamaguchi and Mr. Tenma on 30 December 1949.

JOSEPH L. SPEICHER
Acting Chief, Examination Branch

JLS:rp

Note No. 1

From: PH&W To: GS/CSD

Col. Mollohan 26-6993
Date: 31 January 1950

1. In line with conversations between PH&W and GS/CSD relative to qualifications for Chief of Nursing Section, Medical Affairs Bureau, Ministry of Welfare it is requested that GS assist in bringing about a revision of requirements of the National Public Service Law, Article 9, Number 30 to remove qualifications which under the present writing allows persons other than nurses to qualify for Chief of the Nursing Section.

2. It is requested that General Requirements for this position be revised to read "general experience in the past 10 years in regard to nursing", and that Special Requirements be revised to read "a person who has a nurse's license"; additional statements relative to medical or public health training which permit persons other than nurses to qualify should be deleted.

3. It is imperative to the success of nursing education and service in Japan that nursing affairs be managed by a nurse who has complete understanding of all phases of the profession.

- C. F. S. - - - - - - - - - - - -

2 From: GS/CSD To: PH&W
Attn: Col. Mallohan

J. L. Speicher 26-8924
2 February 1950

1. The above recommendations for revision of the general and special experience qualifications for Chief, Nursing Section, Medical Affairs Bureau, Ministry of Welfare have been given to the National Personnel Authority in order that in the future only persons with nursing experience will be qualified for this position.

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

CIVIL SERVICE DIVISION
Government Section

30 January 1950

MEMORANDUM FOR: Mr. W. Pierce MacCoy, Acting Chief, Civil Service Division

SUBJECT : Administration of Critical Examinations

1. The general administrative test common to all occupational groups was held on 15 January 1950 in 14 cities. (See attached tables for details.) Of the 7,815 applicants for the 2,649 designated positions, 7,432 or 95.1 per cent, appeared for the test. Weather conditions were uniformly ideal, with clear sunny skies and moderate temperatures prevailing, with the result that candidates experienced little physical discomfort.

2. It was announced that the test would require three hours, but that candidates might take as much additional time as they wished. The test was begun at 0900. Hardly any candidates left before 1400. The majority finished between 1400 and 1700. In those centers where there were no electric lights available, the test was closed at 1730, while in other centers, a few candidates stayed later. The examination in Tokyo was closed at about 2300. The decision to allow unlimited time was universally applauded and undoubtedly forestalled criticism.

3. Smoking privileges were extended to all candidates, and hot tea was made available throughout the day. These innovations, plus freedom to visit the latrines, helped to create a favorable atmosphere. One newspaper referred to the test as a "paradise examination".

4. In general, the examination was administered smoothly, and there were no serious incidents.

5. At the request of some of the candidates, press photographers and reporters were denied access to the examination rooms. Although there was much interest in the examinations, with many newspapermen present at the several centers, the NPA restrictions were generally observed in good faith. Two unauthorized photographs were secured, one at Osaka and one at Sapporo, but apparently no great harm was done thereby. A number of candidates were photographed and interviewed coming to or leaving the examination rooms.

6. Newspaper comment on the administration of the test and on the test content was favorable in general, and was also quite intelligent. The dignified conduct of the examination made a good impression, with the result that it was treated in a serious manner by the press. I think it can be assumed that such public opinion as exists on the subject is favorable.

7. Candidate opinion has been somewhat mixed, and is difficult to determine with any degree of accuracy. The test was considered difficult by most of the candidates, but the questions themselves seem to have been regarded as sensible. Some candidates considered the test too broad, and objected that it covered subjects that they personally never had to deal with.

Copied for history
April 51

8. The technical tests for various occupational groups were held on 20 - 22 January 1950 in 14 cities. (See attached tables for details.) Tests for business specialists were administered on 20 January; tests in statistics and law were administered on 21 January; and tests in all other options for which technical tests were prescribed were administered on 22 January. On the last date, each test was divided into two parts of 40 questions each, Part I of which was taken in the morning and Part II in the afternoon. This arrangement made it possible for each candidate to take several options and still have a break for lunch, without compromising the security of the tests. Weather conditions were generally ideal on 20-21 January, but were rather poor on 22 January, with overcast skies and chilly temperatures which imposed considerable physical discomfort on the candidates.

9. All technical tests were administered with definitely prescribed time limits. In general, administration was smooth and uneventful.

10. There was little press interest shown in these tests.

11. Candidate opinion of these tests also was mixed, but seems to have been somewhat more critical than in the case of the first test, possibly because the theory and purpose of the tests was not well understood. Some candidates considered the tests easy, but most found them difficult. There was again some criticism of the breadth of the subject matter, and some questions were criticised as trivial.

12. So far as can be determined, test security was perfectly maintained, probably as a result of the extraordinary security precautions taken.

13. The NPA commissioners and the other officials directly connected with the examination were highly elated over what they consider the success to date of the examination. In my own opinion the program to date has been as successful as could reasonably be expected.

Maynard N. Shirven

MAYNARD N. SHIRVEN
Chief, Examination Branch

MNS:rp
Attachments (2 Tables)

Table I - General Administration Examination of 15 January 1950:

Examination Center	Expected Candidates	Absentees	Candidates
Sapporo	369	26	343
Obihiro	32	3	29
Sendai	342	28	314
Akita	83	3	80
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Matsue	52	5	47
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Total	7,815	383	7,432

Table II - Technical Tests

Date Administered	Kinds	Expected Candidates	Absentees	Candidates
20 January 1950	Business Specialist	1,553	99	1,454
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22 January 1950	All other options	7,238	644	6,594
		8956	755	8201

Candidates for occupational groups Nos. 1 - 15 (General Administration, Pensions, Correction and Rehabilitation, Printing and Minting Management, Meteorology, Surveying, Narcotic Control, Veterinary, Horse Racing, Sericulture, Hunting Inspection, Industrial Techniques, Patents, Postal Service, and Economic Investigation) number 3,250, of which two-thirds were candiates for General Administration, were not scheduled for a written technical test.

S-1 file

OPINION POLL

Taken by "Public Servant's Investigation Report" magazine

26 January 1950

211 Incumbents

1. Generally speaking, how did the content of the examination items compare with what you had expected?

*A.	Generally as expected	43.6%
+B.	About half as expected	37.4%
°C.	Almost totally unexpected	8.5%
D.	No opinion	10.0%
E.	No answer	0.5%

Level I	*A 63.6%	+B 27.3%	°C -
Level II	A 48.2%	B 32.2%	C 7.1%
Level III	A 43.1%	B 36.6%	C 11.1%
Level IV	A 37.5%	B 44.5%	C 8.3%

2. Generally speaking, were the examination items good ones?

A.	Very good	0.5%
B.	Generally good	21.8%
C.	Good and bad	31.7%
D.	Generally bad	29.4%
E.	Very bad	13.3%
F.	No opinion	2.8%
G.	No answer	0.5%

	A	B	C	D	E	F
Level I	-	27.3	45.4	9.1	9.1	9.1
Level II	1.8	17.9	26.7	39.3	12.5	1.8
Level III	-	26.4	31.9	25.0	15.3	1.4
Level IV	-	19.4	33.3	29.2	12.5	4.1

3. Was the examination as carried out a good method or a bad method?

A.	The best	0.5
B.	Generally good	24.7
C.	Good and bad	30.8
D.	Generally bad	34.1
E.	The worst	6.6
F.	No opinion	2.8
G.	No answer	0.5

	A	B	C	D	E	F
Level I	-	36.3	27.3	18.2	9.1	9.1
Level II	-	21.5	26.7	37.5	10.7	1.8
Level III	1.4	31.9	27.8	31.9	5.6	1.4
Level IV	-	18.0	37.5	36.1	4.2	4.2

4. Was the examination difficult, or easy?

A. Very easy	1.4
B. Generally easy	19.9
C. Half and Half	40.3
D. Fairly difficult	30.3
E. Very difficult	2.9
F. No answer	5.2

	A	B	C	D	E	F
Level I	-	54.5	-	27.3	9.1	9.1
Level II	3.6	17.9	37.5	30.3	3.6	7.1
Level III	-	19.4	37.5	38.9	2.8	1.4
Level IV	1.4	16.7	51.4	22.2	1.4	6.9

5. Were the method of the examination and the items entirely adequate as a higher official's examination?

A. Adequate for purpose	0.9
B. Roughly adequate	15.2
C. Not too proper	49.3
D. Off the beam	32.3
E. Don't know	1.4
F. No answer	0.9

	A	B	C	D	E
Level I	-	27.3	45.4	18.2	9.1
"					
Level II	3.6	7.1	50.00	37.5	1.8
Level III	-	19.4	48.6	30.6	-
Level IV	-	15.3	50.0	31.9	1.4

CIVIL SERVICE DIVISION
Government Section

January 24, 1950

MEMORANDUM FOR: Mr. Osborne Hauge, Chief
Public Affairs Division, Government Section

ATTENTION : Mr. Grilli

SUBJECT : Report of Progress in Examination for Top-Level Positions in Japanese Government

The following statement is submitted for your bi-weekly report to Washington:

"On 22 January 1950, the National Personnel Authority completed the administration of the examinations for top level administrative positions in the Japanese government. Over 8,000 candidates applied for the 2,649 designated positions. The general administration test was completed on 15 January and forty-six special different technical tests were given on 20-22 January. Approximately ninety-four percent of the candidates appeared for examination. The rating, certification, and appointment resulting from the examination are expected to require several months."

W. PIERCE MacCOY
Acting Chief

WPM:GP:vr

S-1 file

Open competitive examinations were held in fourteen Japanese cities for over 8,000 candidates for 2,649 top-level administrative positions in the Japanese government on 15 January and 20-22 January in order to select the best qualified persons for these positions. The program was designed to effect a reform of the bureaucracy by breaking up cliques, and eliminating favoritism, which was practiced in the selection and appointment of the top-level administrative staff under their old system, and to establish the principle of appointment and promotion based solely on merit. The positions, designated by the National Personnel Authority on 12 November 1949 in accordance with Article 9 of the Supplementary Provisions of the National Public Service Law, included administrative vice ministers, bureau chiefs, deputy bureau chiefs, division chiefs, section chiefs and deputy section chiefs in the central government administrative organization and corresponding positions in the field offices.

For purposes of examination, the designated positions were divided into sixty different occupational fields according to the similarity of duties, and into four levels within each occupational field according to the degree of administrative responsibility. Minimum experience prerequisites were established for each occupational group and the levels within each group. A minimum age limit of thirty years was also established. Incumbents of designated positions were declared to have met the minimum experience requirements and minimum age requirements for their particular positions.

Written examinations were given to all candidates. The first, common to all occupational groups, was designed to test administrative ability and knowledge, and was given on 15 January. The second, designed to measure whether the candidates possessed the minimum technical knowledge in their occupational fields was given 20-22 January in forty-six different occupa-

tional groups. A second test was not given for fifteen occupational groups because of the special nature of their respective groups. Personal investigations of all candidates are being conducted as a part of the examination program.

The rating, certification and appointments resulting from the examination will require several months.

W. Pierce Mackey
1/23/50

(NOTE FOR RECORD: Prepared and supplied to Mr. Grilli for inclusion in the Monthly Report which he prepares.)

extracy

CIVIL SERVICE DIVISION
Government Section

24 January 1950

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

SUBJECT : Travel Report; S-1 Examination in Fukuoka

1. Time of arrivals and departures:

Lv Tokyo	Thurs	12 Jan 50	0930
Ar Hakata	Fri	13 Jan 50	1117
Lv Hakata	Mon	23 Jan 50	0350
Ar Tokyo	Tues	24 Jan 50	0640

2. Meetings:

Upon arrival in Fukuoka I was met at RTO by several NPA representatives. No word had been received by CAT or the billet hotels of my trip. I proceeded to Fukuoka Regional CAT Headquarters and told of the purpose and duration of the visit. CAT had no knowledge that it was to provide secure storage of the test materials, but Mr. Yoshida, Legal and Government Section, arranged transportation to get the test materials and a temporary place to store it. Also a room was assigned to me in the Kyoshintei Hotel. Later I spoke with Mr. Roark, Legal and Government Officer, and with several others of CAT.

Members of the NPA group headed by Mr. Yatomi showed me the plan and the facilities for the examination. We visited the prefectural government and, because of the absence of the governor and vice governor, the chief of the General Affairs Bureau acted in the capacity of "honorary" chief examiner.

3. Examinations:

The General Administrative test was held in five rooms of the Kyushu University Engineering Department. Seating, lighting, space, etc., were quite good. The weather was mild, but stoves were used. Special arrangements were provided whereby candidates could drink tea and smoke occasionally. The seating capacity, etc., of the various rooms were

as follows:

Room	Seats	Chief Examiner	Sub-Examiners
1st Lecture Hall	112	Saito	4
2nd Lecture Hall	100	Matsukawa	4
Room No. 8	40	Hori	2
Room No. 4	70	Fujimoto	2
Room No. 2	70	Kimoto	2
Room No. 3	30	Matsumoto	2

The test began on schedule and no candidates were late. The data relative to absentees, by categories; number completing the test at various periods, etc., is being reported by NPA directly. Practically all of the candidates took much more time than had been anticipated and the last individual to leave finished shortly after 1730.

The distributing and collecting of the materials was done with dispatch and orderliness and with fulfillment of all the requirements of security. At the end of the day, the test materials were checked, placed in the footlocker, locked, and taken to the Kyoshintei and locked in my room on the seventh floor.

The tests on the 20th and 21st were also held in Kyushu University and the same general procedures were used as on the 15th, except of course that the tests had time limits and the number of candidates was smaller. Absenteeism was very low. (See NPA Report)

The tests held on the 22nd were the most difficult to hold from the administrative viewpoint, but because of excellent NPA detailed planning, all progressed smoothly. At the close of the test, the papers were locked in the footlockers and taken directly to the RTO, where they were checked and accompanied me on the train to Tokyo that night.

Mr. Tenma did an excellent job as chief examiner on the 20th, 21st and 22nd.

Considerable interest was displayed by the press on the first day of the examination and reporters and photographers of the leading newspapers and press agencies were present most of the day. Although subjected to certain restrictions, they were conservative and only one minor violation occurred.

In summary, it may be said that the administration of the tests was performed in a superior manner and is a tribute to good planning and intelligent effort on the part of the staff of NPA.

Joseph L. Speicher
Examination Specialist

The examinations have received very favorable press notices so far and all of the public comments of the participants have likewise been favorable. We discovered after the examinations started that some bright little boy had compiled all the questions from the previous NPA junior administrative examinations (approximately grade 5 level), published them in a book and sold them on the newsstands as a guide to the prospective participants as to the type of questions they would encounter in the critical examinations. We discovered that practically everybody had purchased these books and studied them assiduously. Needless to say, they received a horrible shock when they came up against the tough questions of the critical examination. Also some body passed out the word officially in each Ministry that many of the questions to be asked were to be aimed at the Constitution and the NPSL. That probably was about the best break we received since we have been advised that every applicant has spent almost a month practically memorizing both the Constitution and the Law. If we had asked all these individuals to carefully read the NPSL, I am sure we would have been laughed at. However, now we probably have one of the best studied and read laws in Japan. I served as observer at the Vice-Minister level examination and the Bureau Chief examination, both of which were held at the NPA building. There were 36 applicants for the Vice-Minister level examination and over 300 applicants for the Bureau Chief examination. In the Vice-Minister group, all applicants arrived for the exam with the exception of 3. One was in the U. S. on an official trip; one was ill; and one telephoned to advise that while he had filed, he had since decided to resign and therefore would not appear for the examination. The one who was absent and the one who was ill will both be given an opportunity to sit for the make-up examination.

The Vice-Minister examination was held in Dr. Asai's office. All his regular furniture was moved out and a series of tables and chairs arranged in ~~the~~ a ~~same~~ Zen style was set up in this office to accomodate the applicants. The Bureau Chief examination was conducted in the assembly hall on the 5th floor. We had a very severe and heavy snowstorm on Saturday, 14 January, but Sunday, the day of the examination, dawned bright and sunny. It was cold, however, and while the NPA had purchased 4 fairly large stoves and placed them in the hall, it was impossible to do more than take the chill off the room.

The newspapers have dubbed this the "Paradise examination." This comes about because this is the first big national examination where contestants have been permitted to smoke freely during the exam, were served all the tea they wanted when they wanted it, had places provided where they could eat their lunches, and were permitted to leave the examination room to go to the benjo whenever they desired. Each man leaving the examination room was accompanied by a monitor.

Some newspapers up around Sendai started what apparently was to be a

humorous approach to the examinations about a week before the examination date but the thing turned into a very good advertising campaign. They started out by urging the children of the community to persuade their fathers to take the examinations. The idea rolled up like a snowball and apparently the youngsters took it seriously. The result was that there was a very good article written in the newspaper on the day of the examination under the banner heading of "Papa-san Takes the Examinations."

Most of the photographers, of course, wanted to get in and take pictures of the examinees seated at their desks. We blocked this by pointing out to them that it would be unfair to the contestants to disturb them by any outside activity, when they were faced with a serious examination which might mean the difference between holding and losing their jobs. However, several enterprising photographers, using telephoto lenses, were able to get some pictures through windows from the roofs of adjoining buildings. One smart little photographer at the NPA building got out on the roof and using a telephoto lens shot through the window of the assembly hall on the 5th floor. However, he thought of his little trick too late with the result that the room was empty except for two or three slower contestants. I had trouble with only one photographer and you might guess who he was - the Acme press representative shooting pictures for the Stars and Stripes. The poor chap was Japanese but apparently had had impressed upon him the code of the American newspaper photographer since he finally broke down and admitted that he had been told by the SCAP boss not to take any excuses but to get those pictures. He seemed to be scared to death that he would lose his job. He had even come armed with a letter addressed to me signed by the American ordering him to get the pictures. He asked me if I would be willing to talk to his American chief and explain that he did his best but wasn't able to get by me. I of course told him I would be very pleased to do so. I only hope the son-of-a-gun calls me because I fully intend to take his hide off.

Many of the Vice-Ministers were perfectly willing to pose for the photographers at the entrance of the building. So their day was not a total loss anyway.

You should have seen the front of the NPA building, however. It looked like an embassy party. The examinations were called for 0900, and I arrived at 0800 to check arrangements, etc. I discovered when I arrived that I couldn't get within a block of the NPA because of the long line of big, black limousines. You should have seen the cluster of limousines and chauffeurs around the building during the day. Over half the Vice-Ministerial group was already at the NPA building by 0800 and by 0830 all had arrived who were to come with the exception of the three noted above. Therefore, at their request the examination was started at 0845. All applicants were told that they had three hours for the examination but could take as long as they desired. This had been announced previously in the newspapers and the papers had gone one step further than the official announcement and had already pointed out that this meant that the applicants could take until midnight if they so desired. As you might expect, each examination center had at least one screwball.

Justin Narumi was observing at Chuo University and came highballing it over to me at 1500 to say that he had one man who had publicly stated at the start of the exam that since the NPA had said they would give him as much time as he wanted, he intended to find out how long they would let him stay. So he he had been sitting from 0900 to 1500 without putting pencil to paper. Justin wanted to know what to do. I dropped the problem in Dr. Asai's lap to see how

the Japanese would handle it. Dr. Asai passed the buck to Mr. Sato who thought the matter over and decided that when they arrived at the point where all other applicants had finished with the exception of this man that Justin was to call the NPA and they would send a car over to pick him up and bring him under guard to the NPA building. Mr. Sato said that they would place him in a room by himself and he would personally stay with him just as long as he wanted to stay. Of course, as Mr. Sato pointed out, they were already running short of charcoal; therefore, there wouldn't be any heat in the room. At 1700 the man finally gave up the ghost, turned in his paper and walked out. He had completed only 2 or 3 questions out of the some 90-odd. Incidentally, he was not an incumbent but a citizen who had applied for the examination.

Most of the Japanese have told us that they could have finished the exam within the three hours limit but since they had been told they could have as much time as they wanted, they took about five hours on an average. This gave them an opportunity to thoroughly study each question and also to re-check their papers before they turned them in.

The majority of the Japanese newspapers have commented favorably on the "dignity and decorum of the procedures and arrangements for the examination" and it was very noticeable. I think the NPA is to be highly congratulated in the way it met its first big test. I have told Shirven that because of the manner in which NPA has proven itself this is the last examination which the CSD will observe or monitor. I don't think he is too happy about it but when I assured him that this did not mean he would have to cease traveling, he swallowed it without too much gagging.

All in all, I am extremely pleased with the entire situation and I feel that NPA has fully exonerated itself in the eyes of the Japanese people. Incidentally, we have had one humorous reaction and that is that several of the most violent and open critics of the proposed examination who were applicants themselves have now about-faced and apparently are going to become strong proponents of admittance to the national service through the examination process. They are already voicing criticism of various government agencies for trying to sneak (their own terminology) new employees into the national government service without having them tested by the examination processes conducted by the NPA. Apparently it's the old story of those individuals who have had to sweat through an examination now don't want to see anyone else secure the advantages of a government job without having to come through the same trials and tribulations which they did. I think we are seeing the first glimmerings of bright light - service through recognized accomplishment.

Excerpt from a letter written to Foster Roser on 18 January 1950 by
W. Pierce MacCoy (S-1 Examination)

1/17/50

Mr Shivers

Plo. see me on this case for Forestry Agency.

Lt. Col. Donaldson came in to see me about the Standards to be established for selection of individuals to fill position of Chief of Forestry Agency.

WBM

$7 = \text{Lawyers} \;//\; ?$

$2 =$

5-1 Adm

CHECK LIST OF CSD REPRESENTATIVE'S PROCEDURE FOR S-1 EXAMINATION

1. Examinations to be held 1/15 and on 1/20-1/22 inclusive. For first examination, report one full day in advance. Prior to first examination

   (a) Visit Prefectural Governor or Vice Governor. In many cases MPA has made arrangements for Vice Governor to serve as chief examiner.

   (b) Check examination arrangements and inspect rooms.

   (c) Visit Regional Civil Affairs Headquarters Commanding Officer or make similar contact with CIC Headquarters. Keep them fully informed of your whereabouts.

   (d) Secure exam papers upon arrival, and report to exam with the papers one hour prior to examination.

2. Arrange to be present one hour before the examinations begin and remain throughout the examination period and see papers checked in at close of examination.

3. Observation of actual examinations:

   (a) Note physical conditions.

   (b) Note orderliness of procedures and report any deviation of prescribed procedures.

   (c) Note apparent attitude of candidates or local officials toward examinations, if possible.

   (d) Be sure not to appear to be in charge of the examination. This is a Japanese program and CSD representatives are present to advise and assist Japanese. Do not issue orders or authorize any changes in procedures. If any real difficulty arises, use your discretion about contacting CSD office.

4. There are to be no pictures taken in the examination rooms by press photographers or any other individuals. Do not allow your own camera to be in evidence.

5. Remember candidates may smoke during the examination and tea may be served. Be sure to see that proper precautions are taken against fire, particularly at close of the examination.

NOTE: Re travel - T.O.'s (8th Army Form 61) — must be exchanged for tickets at each transfer point. T.O.'s require your signature, grade and organization on lower left hand corner.

13 January 1950

Miss Pierson
I assume you gave
Miss Weed this info.
Thanks
WPS

TELEPHONE CALL FROM ETHEL WEED, CI&E

Miss Weed called to inquire about a particular situation in the Women's and Minors Bureau of the Ministry of Labor which is related to the forthcoming critical examinations.

Mrs. Yamakawa, Chief of the Women's and Minors' Bureau was in Ethel Weed's office and had reported to Miss Weed that her section chief (Women's Section) was resigning to run for the House of Councillors. This particular section of the Bureau is concerned with the social, economic and legal questions relating to women etc. Since this is a designated position and they understand that the position has to be filled from the resulting eligible list, they are gravely concerned about getting a woman back into that job. This point is of interest both to Labor Division, ESS and CI and E. When Ethel Weed raised the question as to how much discretion they would be given in filling this job, I explained that the appointing officer would be given at least three names from which to choose, but that I was not certain as to the details of the procedure for certification and could not tell her whether (1) the appointing officer could specify female sex for the job, or (2) whether they could appoint a woman to the job under another means in the event there were no eligibles.

Miss Weed is leaving the 29th of January for the states and I told her we would try to give her some more definite information the first of the week.

G. Pierson

1/23
Sheridan phoned
Miss Weed.

Applicant picture on above:

Labor
- Chief, Women's + Minors Bureau, Ministry of Labor — 3 men, 1 woman (incumbent)
- Chief, Child Labor Section, Women's + Minors Bureau, Min of Labor — 12 men (1 incumbent), 0 women
- Chief, Women's Labor Section, Women's + Minors Bureau, Min of Labor — 3 men, 2 women (1 incumbent)

Gen'l Affairs
- Chief, Woman's Section, Women's + Minors Bureau, Min of Labor — 2 men, 1 woman (incumbent.)

13 January 1950

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G. Pierson

applicant picture —

Labor Dept

Chief, Women's + Minors Bureau
3 men 1 woman (no incumbent)

Chief, Child Labor Section
12 men (1 incumbent) 0 women

Chief, Women's Labor Section,
3 men 2 women (1 incumbent)

Civil Adm.

Chief, Women's Section
2 men 1 woman (incumbent)

CIVIL SERVICE DIVISION
Government Section

11 January 1950

MEMORANDUM FOR: Mr. MacDonald Salter, Chief
Classification and Compensation Branch

SUBJECT : Overtime and Travel Pay for Employees Taking S-1 Examination

Mr. Kenjo, Compensation Bureau asked if government officials taking the S-1 examination are to receive pay for working on Sunday.

I told him taking an examination was not official duty--and no overtime pay should be paid. Employees should be given special leave when examinations fall on a work day.

He mentioned that NPA had recommended travel pay be given to employees who take the examinations. I told Kenjo when employees take the examinations they do so as private citizens and not as government officials--travel pay should not be authorized.

Mr. Kenjo may be in to see you tomorrow on this matter.

ALBERT R. DeANGELIS
Compensation Specialist

ARD:vr

1/12 Told Takemoto

1) Exam time their own though they may be permitted leave. — no pay deduction & no overtime

2) Travel is not NPA's problem — leave to discretion of Gen. NPA's opinion, of course would be that this is a personal duty & not to be paid for by govt.

WB/1/12

S-1 memo file WPM

CIVIL SERVICE DIVISION
Government Section

11 January 1950 1/23-

MEMORANDUM FOR: Mr. W. Pierce MacCoy,
Acting Chief, Civil Service Division

SUBJECT : Rating of Critical Examinations

1. Rating of the critical examinations will begin on or shortly before 1 February 1950 and it is estimated that it will proceed as follows:

a. Initial marking of papers - 3 weeks

b. Item analysis - 2 weeks

c. Spot checking of marking by CSD - to be done concurrently with item analysis

d. Statistical analysis of results and establishment of standards - 2 weeks

e. Final rating of papers - 2 weeks

f. Establishment of eligible lists - 2 weeks

g. Review of experience qualifications - to be done concurrently with a through e above.

h. Personal investigations - to be done concurrently with foregoing and completed by 1 May. However, investigations for certain groups can be completed by 1 April.

2. A follow-up examination must be given about 60 days after the first examination for the benefit of incumbents unable to take the first examination.

3. In view of this schedule, I think that certification can begin about 1 May or a little sooner, and can probably be completed by 1 September.

Maynard N. Shirven

MAYNARD N. SHIRVEN
Chief, Examination Branch

MNS:rp

CIVIL SERVICE DIVISION
Government Section

January 10, 19500

MEMORANDUM FOR: The Record

SUBJECT : Validation of Critical Examinations

1. Several weeks ago, I requested Mr. Speicher to consider the possibility of additional validation of the critical examinations, with particular reference to the tests to be used. He has developed various plans for validation on the basis of internal cciteria, and he has also sketched out the attached plan for validation on the basis of external criteria. I believe that the suggested plan is technically sound.

2. This plan has been discussed with Mr. Speicher from the standpoint of the public relations involved, and we have agreed that it would be inadvisable at this time. Mr. MacCoy has been informed of this conclusion and concurs.

3. The suggested plan has been rejected primarily for the following reasons:

a. It might lead to uninformed criticism of NPA for attempting to extend its authority over private enterprise.

b. It might lead to uninformed criticism of NPA for not knowing the value of its tests before they are given.

Maynard Shirven
MAYNARD SHIRVEN
Chief, Examination Branch

MS:vr

Unofficial Memo to: Mr. Shirven, Chief, Examination Branch.

Subject: Validation of Administrative Test in Private Enterprise.

1. The following is an abbreviated outline of a program for validating the Administrative Test against a criterion developed from evaluations of executive officials by qualified superiors. The validation would be supplem entary to that among government officials. The validation might be applied to individual items as well as to the test as a whole.

2. Participants:
Selected administrative officials of such Japanese organizations as banks, shipping firms, insurance companies, department stores etc. (attached list contains the names of some possible firms). The selection of the officials to be evaluated would be left up to a higher executive of each company and code numbers could be used in place of names.

3. General method:
   1. Define four levels of executive responsibility corresponding to the four levels employed in the S-1 exam.
   2. Arrange with a high official of each company to rank or rate, in order of competence and performance, those officials at each level who can be evaluated with satisfactory reliability. Outstandingly superior and the least competent officials could be further identified.
   3. All officials who are rated are given the Administrative Test shortly after 15 January
   4. Correlation of test results with the criterion in two ways:
      a) Biserial correlation between test scores and the two criterion groups consisting of superior and least competent officials.
      b) P-M correlation between test scores and evaluation scores for the entire sample.

   Graphic representation of the relationships would be more useful than correlation coefficients for many purposes.

4. While ratings of this nature are usually not as reliable as desirable, in the U.S., they may work out more (or less) reliably in the Japanese situation.
Arrangements for ratings by several competent raters for each subject and the retention in the criterion group only of those whom there is practical unanimity of opinion will serve to minimise the weakness of the method.

J.L.Speicher

Possible private firms for criterion study.

Banks	Insurance	Others
Bank of Japan, Ltd.	Asahi Seimei Hoken K.K.	Kokusai Kanko K.K. (Recreation)
Bank of Tokyo, Ltd.	Chiyoda Seimei Hoken Sogo K.K.	Nippon Yusen Kaisha (ship)
Daiichi Shintaku K.K.	Chuo Seimei Hoken K.K.	Toyo Kisen K.K. (ship)
Hypothec Bank of Japan	Daiichi Seimei Hoken Sogo K.K.	Mitsubishi Soko K.K. (warehouse)
Industrial Bank of Japan	Dowa Kasai Kaijo Hoken K.K.	Nikkatsu Ltd (Movies)
Chiyoda Bank, Ltd.	Meiji Seimei Hoken K.K.	Nissan Kisen KK (ship).
Mitsubishi Shintaku K.K.	Nippon Fire + Marine Insurance Co. Ltd.	Matsuzakaya Ltd, Dept Store.
Sanwa Bank, Ltd.	Nissan Kasai Kaijo Hoken, K.K.	Mitsukoshi Ltd. Dept. Store.
Teikoku Bank, Ltd.	Tokyo Marine + Fire Ins. Co. Ltd.	
Yasuda Bank, Ltd.	Tokyo Seimei Hoken K.K.	
	Yasuda Fire + Marine Ins. Co.	

Anything known about administrating methods or efficiency of any of these or other companies?

S-1

OVER 8,000 REGISTER
FOR EXAMINATIONS

JIJI PRESS

TOKYO, Jan. 7. - The National Personnel Board today announced that a total of 8,306 applicants for the coming examinations for high-level government officials were registered up to the deadline, throughout the country.

These applicants are to compete for 2,649 Government posts through the examinations which are to be held on January 15 and 22.

Of the 8,306 applications, it was also announced, 4,790 came from public servants in the Government services not designated by the Board, 2,282 from those in the designated-services, and the rest from local public servants and civilians.

Most serious competition will be seen in the field of ordinary administration where 2,046 applicants are to compete for 337 posts, while those applying for such posts as dope-control,

(more)

and public welfare are already assured of their passage since the number of applicants does not exceed that of posts offered.

Board officials indicated in this connection that about 200 to 300 out of the total 8,306 applicants will be dropped as a result of the pre-exam qualifications now under way.

.....

k/sf

9.1 file

CIVIL SERVICE DIVISION
Government Section

4 January 1950

MEMORANDUM FOR: Mr. Shirven

SUBJECT: Applicants for Position of Head of Forestry Agency (Rinya-chō)

1. Colonel Donaldson of Natural Resources Section is particularly interested in the individuals who have filed as applicants for the examination for the position of the Head of the Forestry Agency (Rinya-chō). He advises me that they have had a great deal of trouble with the Minister of Agriculture and Forestry who has been quietly insistent that no technically trained man should head this Agency. Right now they are in the position of having the Minister try to force the present Head of the Forestry Agency to resign. The present Head is well qualified technically, according to the Colonel, and was selected with the blessing of NRS. Therefore, both Colonel Donaldson and Colonel Schenck are particularly interested in the individuals who have filed for this examination.

2. Might I suggest that the names of the individuals who have filed for this examination be included in a memorandum addressed to Colonel Donaldson. The memo should be classified "confidential". When the memo is prepared, you can call Colonel Donaldson's office, 26-6689, and he will send a messenger over to pick it up. I see no reason why we should not cooperate with the Colonel in this particular instance since NRS has been trying to assist and back the activities of the Civil Service Division.

W. PIERCE MACCOY
Acting Chief

Information given to Col. Donaldson personally and discussed orally with him. He may contact this office after studying the material.
J. Spencer
10 Jan 50

CIVIL SERVICE DIVISION
Government Section

4 January 1950

FROM : Mr. Maynard N. Shirven

SUBJECT: Re: S-1 Examination

1. It has been decided that newspaper and motion picture photographers will be barred from the examination. It is therefore considered desirable that this staff take no pictures or display any cameras at the examination.

2. It will be necessary for the CSD representative to report with the examination papers to the examination center one hour before the start of the test.

3. On Monday, 9 January, at 0930 an NPA examiner will meet briefly with CSD representatives for the purpose of briefing us on the procedure for administering the examination.

MNS:GMP:rp

製表者

印	月日
	25-2-25

検表者

印	月日
	25-3-1

人　事　院

S1 Administration

H203（解答分析表）

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値
		1	0	76.%	0.4	2	0	71.25%	0.35	3	0	29.75%	0.1
選択肢番号		1	2	(3)	4	5	無答	重答	1	2	3	(4)	5	無答	重答	(1)	2	3	4	5	無答	重
H	Q1	0	8	90	0	2			0	11	5	84	0			43	49	7	1	0		
	Q2	0	12	85	3	0			4	13	5	78	0			24	57	13	5	1		
L	Q3	0	15	76	0	9			6	8	14	71	1			22	53	11	8	6		
	Q4	0	34	53	0	13			7	10	22	52	9			30	51	8	6	5		
計	数	0	69	304	3	24			17	42	46	285	10			119	210	39	20	12		
	%	0	17.25	76.	0.75	6.			4.25	10.5	11.5	71.25	2.5			29.75	52.5	9.75	5	3		
検討欄																						

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
		6	0	~~42~~ 26.25%	0.44	7	13	90.5%	0.42	8	B	92.75%	0.2
選択肢番号		1	2	3	(4)	5	無答	重答	1	2	3	(4)	5	無答	重答	1	(2)	3	4	5	無答	重
H	Q1	5	0	2	93	0			0	2	0	98	0			1	99	0	0	0		
	Q2	9	1	4	85	1			2	1	1	75	21			2	95	1	1	1		
L	Q3	12	7	7	72	2			5	6	3	65	21			2	91	1	3	3		
	Q4	26	12	5	55	2			6	5	5	52	32			5	86	2	3	3		
計	数	52	20	18	305	5			13	14	9	282	82			10	371	4	7	7		
	%	13	5	4.5	76.25	1.25			3.25	3.5	2.25	70.5	20.5			2.5	92.75	1	1.75	1.75		0
検討欄																						

24.3（10.000）

人　　事　　院

S1 Administration

總受驗者數	抽出數
7471	400

No. 1

No 10

率	識別値		問題番号	分類記号	正答率	識別値
5%	0,35		3	0	29.75 %	0.14
5	無答	重答	①	2	3	4	5	無答	重答
0			43	49	7	1	0		
0			24	57	13	5	1		
1			22	53	11	8	6		
9			30	51	8	6	5		
10			119	210	39	20	12		
2.5			29.75	5.25	9.75	5	3		

問題番号	分類記号	正答率	識別値
4	0	82.25 %	0,43
1	2	③	4	5	無答	重答
~~6~~	~~95~~	95 ~~2~~	2	2		
1	1	93	4	1		
2	3	82	5	8		
12	5	59	4	20		
16	9	329	15	31		
4	2.25	82.25	3.75	7.75		

問題番号	分類記号	正答率	識別値
5	0	42.25 %	0,25
①	2	3	4	5	無答	重答
52	0	10	~~38~~ 0	~~0~~ 38		
45	1	14	1	39		
44	2	12	1	41		
28	2	20	2	48		
169	5	56	42	128		
42.25	1.25	14	10.5	32.0		

率	識別値		問題番号	分類記号	正答率	識別値
%	0,42		8	B	92.75 %	0,24
5	無答	重答	1	②	3	4	5	無答	重答
0			1	99	0	0	0		
21			2	92	1	1	1		
21			2	91	1	3	3		
32			5	86	2	3	3		1
82			10	371	4	7	7		1
20.5			2.5	92.25	1	1.25	1.75		0.25

問題番号	分類記号	正答率	識別値
9	13	66.25 %	0.16
1	2	3	④	5	無答	重答
14	0	3	76	7		
16	0	9	67	10		
23	1	7	60	9		
20	1	4	62	8		
23	2	26	265	34		
18.25	0.5	6.5	66.25	85		

問題番号	分類記号	正答率	識別値
10	PA	94.25 %	0.1
1	2	3	④	5	無答	重答
0	2	0	96	2		
0	4	0	94	2		
0	3	0	96	1		
0	2	0	91	6		1
0	11	0	377	11		1
0	2.75	0	94.25	2.75		0.25

B1 (257×364)

製表者

印	月日
	25-2-25

検表者

印	月日
	25-3-1

人　事　院

S, Administration

H203（解答分析表）

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値
		11	PA	77.25%	0.24	12	PA	43.5%	0.22	13	PA	85.%	0.32
選択枝番号		1	2	(3)	4	5	無答	重答	1	2	(3)	4	5	無答	重答	1	2	3	4	(5)	無答	重
H	Q_1	0	8	86	6	0			15	0	54	29	2			0	3	0	1	95	1	
	Q_2	0	17	76	6	1			9	2	53	36	0			3	1	1	6	89		
L_1	Q_3	0	15	81	3	1			14	2	35	35	14			2	6	1	5	86		
	Q_4	3	24	66	2	5			19	3	32	36	10			9	6	1	14	70		
計	数	3	64	309	17	7			57	7	194	136	26			14	16	3	26	340	1	
	%	0.75	16.	77.25	4.25	1.75			14.25	1.75	43.5	34.	6.5			3.5	4.	0.75	6.5	85.	0.25	
検討欄																						

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値
		16	P	16.5%	0.05	17	S	86.5%	0.41	18	S	77.25%	0.19
選択枝番号		1	2	(3)	4	(5)	無答	重答	1	2	3	(4)	5	無答	重答	1	(2)	3	4	5	無答	重
H	Q_1	0	10	73	0	17			0	1	0	99	0			10	80	0	10	0		
	Q_2	5	3	82	2	13			4	2	2	92	0			5	83	0	12	0		
L	Q_3	0	11	67	0	22			4	6	4	86	0			6	84	0	10	0		
	Q_4	2	16	64	4	14			15	10	3	69	2		1	13	62	3	22	0		
計	数	2	40	286	6	66			23	19	9	346	2		1	34	309	3	54	0		
	%	0.5	10.	71.5	1.5	16.5			5.75	4.75	2.25	86.5	0.5		0.25	8.5	77.25	0.75	13.5	0		
検討欄																						

24.3（10.000）

人　事　院

S, Administration

総受験者数	抽出数
7471	400

No. 11

No 20

問題番号	分類記号	正答率	識別値
13	P14	85. %	0.32

1	2	3	4	(5)	無答	重答
0	3	0	1	95	1	
3	1	1	6	89		
2	6	1	5	86		
9	6	1	14	70		
14	16	3	26	340	1	
3.5	4.	0.75	6.5	85.	0.25	

問題番号	分類記号	正答率	識別値
14	P	58.25%	0.04

1	2	3	(4)	5	無答	重答
40	33	6	57	4		
0	28	6	63	3		
0	28	10	59	3		
3	29	9	54	5		
3	118	31	233	15		
0.75	19.5	2.75	58.25	3.75		

問題番号	分類記号	正答率	識別値
15	P	90.25%	0.11

1	2	3	4	(5)	無答	重答
2	1	2	0	94		1
1	0	4	0	95		
8	1	4	2	85		
7	0	6	0	87		
18	2	16	2	361		1
4.5	0.5	4.	0.5	90.25		0.25

問題番号	分類記号	正答率	識別値
18	S	77.25%	0.19

1	(2)	3	4	5	無答	重答
10	80	0	10	0		
5	83	0	12	0		
6	84	0	10	0		
13	62	3	22	0		
34	309	3	54	0		
8.5	77.25	0.75	13.5	0		

問題番号	分類記号	正答率	識別値
19	S	84.75%	0.36

1	2	(3)	4	5	無答	重答
1	0	98	0	1		
2	9	86	0	3		
2	16	82	0	0		
7	18	73	0	1		1
12	43	339	0	5		1
2	10.75	84.75	0	1.25		0.25

問題番号	分類記号	正答率	識別値
20	S	65.5 %	0.27

1	(2)	3	4	5	無答	重答
2	79	0	19	0		
5	67	1	25	2		
3	63	1	28	5		
5	53	4	31	7		
15	262	6	103	14		
3.75	65.5	1.5	25.75	3.5		

B4 (257×364)

製表者

印	月日
	25-2-25

検表者

印	月日
	25-2-1

人　事　院

S, Administration

H203（解答分析表）

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
		21	0	63.25%	0.24	22	0	85.25%	0.29	23	0	46.5%	0.2
選択肢番号		(1)	2	3	4	5	無答	重答	1	2	3	(4)	5	無答	重答	1	2	3	4	(5)	無答	重
H	Q1	77	1	8	7	7			0	1	1	95	2	1		25	9	0	5	61		
	Q2	71	1	7	13	8			0	3	5	89	3			28	7	6	6	53		
L	Q3	61	0	13	15	11			1	7	4	84	4			32	14	6	11	37		
	Q4	54	3	13	16	14			3	10	10	73	4			31	5	12	16	35		
計	数	263	5	41	51	40			4	21	20	341	13	1		116	35	24	38	186		
	%	63.25	1.25	10.25	12.75	10			1	5.25	5	85.25	3.25	0.25		29	8.75	6	9.5	46.5		0.
検討欄																						

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
		26	0	52. %	0.11	27	B	60. %	0.28	28	B	79.25%	0.4
選択肢番号		1	2	(3)	4	5	無答	重答	1	(2)	3	4	5	無答	重答	1	2	3	(4)	5	無答	重
H	Q1	31	3	59	6	0	1		6	76	0	4	14			1	0	0	96	2		
	Q2	34	0	58	5	3			4	56	2	15	23			6	1	6	86	1		
L	Q3	45	2	43	5	5			6	59	0	10	25			7	1	8	80	4		
	Q4	37	2	48	4	9			7	49	2	7	35			26	4	6	55	9		
計	数	149	7	208	20	17	1		23	240	4	36	97			40	6	20	317	16		
	%	36.75	1.75	52	5	4.25	0.25		5.75	60	1	9	14.25			10	1.5	5	79.25	4		0.
検討欄																						

24.3（10,000）

人　　事　　院

S, Administration

總受驗者數	抽出數
7471	400

No. 21

No 20

率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値
%	0,29	23	0	46.5 %	0,27	24	0	66.75 92.5%	-0.05	25	0	81.5 %	0.33

5	無答	重答	1	2	3	4	(5)	無答	重答	1	(2)	3	(4)	5	無答	重答	(1)	2	3	4	5	無答	重答
2	1		25	9	0	5	61			4	7	0	80	9			92	3	5	0	0		
3			28	7	6	6	53			4	7	0	78	11			87	2	8	0	3		
4			32	14	6	11	37			1	13	1	73	12			83	4	12	0	1		
4			31	5	12	16	35		1	12	10	1	56	21			64	8	22	1	5		
13	1		116	35	24	38	186		1	21	37	2	287	53			326	17	47	1	9		
25	0.25		29	8.75	6	9.5	46.5		0,25	5.25	9.25	0.5	66.75	13.25			81.5	4.25	11.75	0.25	2.25		

change to 4

率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値
%	0.28	28	B	79.25%	0.48	29	B	74.75%	0.21	30	PA	73.25%	0.29

5	無答	重答	1	2	3	(4)	5	無答	重答	1	2	3	4	(5)	無答	重答	1	2	3	(4)	5	無答	重答
14			1	0	0	96	2		1	3	2	4	8	83			0	0	0	89	11		
3			6	1	6	86	1		2	2	3	10	8	77			1	0	2	76	21		
5			7	1	8	80	4			1	0	15	9	75			3	0	0	74	23		
5			26	4	6	55	9			4	3	17	12	64			5	3	3	64	25		
17			40	6	20	317	16		1	10	8	46	37	299			9	3	5	303	80		
25			10	1.5	5	79.25	4		0.25	2.5	2	11.5	9.25	74.75			2.25	0.75	1.25	73.25	20		

B4 (257×364)

製表者

印	月日
	25-2-25

検表者

印	月日
	25-3-1

人　事　院

S, Administration

H203（解答分析表）

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
		31	PA	4.75 %	-0.02	32	PA	65.1%	0.32	33	PA	53.5 %	0.3
選択肢番号		1	2	(3)	4	5	無答	重答	1	2	3	(4)	5	無答	重答	1	2	3	(4)	5	無答
H	Q1	8	3	61	21	7			7	1	3	80	9			9	14	2	73	2	
	Q2	8	4	61	22	5			25	4	0	66	5			25	11	1	63	0	
L	Q3	9	5	63	20	2	1		24	3	2	64	7			32	22	0	43	3	
	Q4	6	7	62	21	4			29	6	6	50	9			34	22	6	35	3	
計	数	31	19	247	84	18	1		85	14	11	260	30			100	69	9	214	8	
	%	7.75	4.75	61.75	21	4.5	0.25		21.25	3.5	2.75	~~65.~~	7.5			25	17.25	2.25	53.5	2	
検討欄																					

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
		36	PL	72.75%	0.38	37	S	62.5 %	0.25	38	S	58. %	0.9
選択肢番号		(1)	2	3	4	5	無答	重答	1	(2)	3	4	5	無答	重答	1	2	(3)	4	5	無答
H	Q1	89	11	0	0	0			3	71	0	0	26			4	0	81	0	15	
	Q2	79	21	0	0	0			0	61	3	1	35			5	0	63 ~~58~~	~~5~~	28	
L	Q3	69	24	2	5	0			3	72	1	0	24			5	0	48	5	42	
	Q4	54	36	3	4	3			1	46	2	4	47			17	5	41	14	23	
計	数	291	92	5	9	3			7	250	6	5	132			31	5	232	24	108	
	%	72.75	23.	1.25	2.25	0.75			1.75	62.5	1.5	1.25	33			7.75	1.25	58	6	27	
検討欄																					

24.3 (10.000)

人　　事　　院

S, Administration

總受驗者數	抽出數
7471	400

No. 31

No 40

正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値
5.1%	0.32	33	PA	53.5 %	0.38	34	O	29 %	0.06	35	P	31.5 %	0.15

5	無答	重答	1	2	3	(4)	5	無答	重答	(1)	2	3	(4)	5	無答	重答	1	2	(3)	4	5	無答	重答
9			9	14	2	73	2			17	17	31	28	7			6	2	41	30	21		
5			25	11	1	63	0			19	21	25	24	11			7	2	39	28	24		
7			32	22	0	43	3			11	13	27	41	8			4	5	23	37	31		
9			34	22	6	35	3			22	16	32	23	7			11	10/4	23	27	29		
30			100	69	9	214	8			69	67	115	116	33			28	19	126	122	106		
7.5			25	17.25	2.25	53.5	2			11.25	16.75	28.75	29	8.25			17	4.85	31.5	30.5	26.25		

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OUT

正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値
5 %	0.25	38	S	58. %	0.41	39	S	61.75 %	0.1	40	S	81.75 %	0.24

5	無答	重答	1	2	(3)	4	5	無答	重答	1	2	(3)	4	5	無答	重答	1	(2)	3	4	5	無答	重答
26			4	0	81	0	15			0	0	62	36	2			8	88	0	2	2		
35			5	0	~~63~~ 7	~~2~~ 5	28			0	0	69	29	2			5	93	0	1	1		
24			5	0	48	5	42			0	1	64	31	4			17	78	0	4	1		
47			17	5	41	14	23			0	4	52	33	11			22	68	2	4	4		
132			31	5	232	24	108			0	5	247	129	19			52	327	2	11	8		
33			7.75	1.25	58	6	27			0	1.25	61.75	31.25	4.75			13	81.75	0.5	2.75	2		

製表者

印	月日
	25-2-25

検表者

印	月日
	25-3-1

人　事　院

S, Administration

H203（解答分析表）

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識
		41	0	75.5 %	0.59	42	0	23.75 %	0.17	43	0	12.5 %	-
選択肢番号		(1)	2	3	4	5	無答	重答	1	2	(3)	4	5	無答	重答	(1)	2	3	4	5	無答
H	Q1	98	0	2	0	0			16	45	31	1	7			~~10~~ 11	61	6	10	11	1
	Q2	83	6	7	2	2			18	48	23	5	6			9	56	0	12	23	
L	Q3	76	9	13	0	2			12	42	24	7	15			7	57	3	15	18	
	Q4	45	24	20	5	1			9	43	17	18	13			23	46	5	12	14	
計	数	302	39	42	7	5			55	178	95	31	41			50	220	14	49	66	1
	%	75.5	9.75	10.5	1.75	1.25			13.75	44.5	23.75	7.75	10.25			12.5	55	3.5	12.25	16.25	0.25
検討欄																					

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識
		46	0	23. %	0.35	47	PR	85.71 %	0.36	48	B	10.25 %	0.
選択肢番号		1	2	3	(4)	5	無答	重答	(1)	2	3	4	5	無答	重答	(1)	2	3	4	5	無答
H	Q1	1	41	1	40	17			95	2	1	0	2			10	2	38	30	20	
	Q2	3	50	3	21	23			91	2	0	1	6			15	1	25	44	15	
L	Q3	1	47	4	21	27			91	5	2	0	2			13	3	22	34	28	
	Q4	6	45	12	10	27			66	11	5	0	18			3	0	24	44	28	
計	数	11	183	20	92	94			343	20	8	1	28			41	6	109	152	91	
	%	2.75	45.75	5	23	23.5			85.75	5	2	0.25	7			10.25	1.5 .015	27.25	38	29.75 22.75	
検討欄																					

(No. 3 for No. 1 unless for No. 1 only comes above)

OUT

24.3（10.000）

人　事　院

Si Administration

總受驗者數	抽出數
7471	400

No. 41

No 50

率	識別値
%	0.17

5	無答	重答
7		
6		
15		
13		
41		
0.25		

問題番号	分類記号	正答率	識別値
43	0	~~12.5~~ 55. %	-0.17

1	2	3	4	5	無答	重答
~~11~~ 15	61	6	10	11	1	
9	56	0	12	23		
7	57	3	15	18		
23	46	5	12	14		
50	220	14	49	66	1	
12.5	55	3.5	12.25	16.25	0.25	

問題番号	分類記号	正答率	識別値
44	0	34.5 %	~~-0.05~~

1	2	3	4	5	無答	重答
0	59	34	2	4		1
0	56	37	2	5		
1	60	28	1	5		
0	45	39	8	8		
1	220	138	13	27		1
0.25	55	34.5	3.25	6.75		0.25

7 Fr Rec 2 and 3 We Ar 3

問題番号	分類記号	正答率	識別値
45	0	24.5 %	0.24

1	2	3	4	5	無答	重答
35	2	51	0	9		
20	3	65	0	12		
23	2	67	1	7		
17	9	48	6	20		
98	16	231	7	48		
24.5	4	59.75	1.75	12		

率	識別値
%	0.36

0	無答	重答
8		
9		
9		
7		

問題番号	分類記号	正答率	識別値
48	B	10.25%	0.14

1	2	3	4	5	無答	重答
10	2	38	30	20		
15	1	25	44	15		
13	3	22	34	28		
3	0	24	44	28		1
41	6	109	152	91		1
10.25	1.5 .015	27.25	38	29.75 22.75		0.25

No. unless for study purposes

OUT

問題番号	分類記号	正答率	識別値
49	13	61.5 %	0.27

1	2	3	4	5	無答	重答
0	1	8	17	74		
0	3	15	20	62		
8	1	13	16	62		
14	10	14	13	48		1
22	15	50	66	246		1
5.5	3.75	12.5	16.5	61.5		0.25

問題番号	分類記号	正答率	識別値
50	PA	49.5 %	0.24

1	2	3	4	5	無答	重答
34	64	2	0	0		
40	57	2	0	1		
49	37	11	0	3		
38	40	16	0	6		
161	198	31	0	10		
40.25	49.5	7.75	0	2.5	-	

B4 (257×364)

製表者

印	月日
	[redacted]

検表者

印	月日
	25-3-1

人　　事　　院

S, Administration

H203（解答分析表）

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識
		51	PA	51.75%	0.24	52	PA	66 %	0.38	53	PA	41.25%	0.
選択肢番号		1	2	3	4	(5)	無答	重答	1	2	3	4	(5)	無答	重答	(1)	2	3	4	5	無答
H	Q1	6	0	0	31	63			15	3	0	0	82			47	12	3	32	6	
	Q2	5	1	2	31	61			21	6	0	0	73			44	9	5	33	9	
L	Q3	5	2	1	48	44			29	8	0	0	63			40	12	3	41	4	
	Q4	11	1	5	43	39		1	35	16	1	1	46	1		34	7	7	44	8	
計	数	27	4	8	153	207		1	100	33	1	1	264	1		165	40	18	150	27	
	%	6.75	1	2	38.25	51.5		0.25	25	8.25	0.25	0.25	66	0.25		41.25	10	4.5	37.5	6.75	
検討欄																					

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識
		56	PL	5%	-0.13	57	S	58.75%	0.2	58	S	27.5%	0.
選択肢番号		(1)	2	3	4	5	無答	重答	1	2	3	(4)	5	無答	重答	1	2	3	(4)	5	無答
H	Q1	3	10	33	39	15			0	9	3	66	22			26	1	26	34	13	
	Q2	1	12	31	43	13			0	12	5	72	11			31	1	32	23	13	
L	Q3	8	14	24	37	17			0	15	6	51	28			23	1	30	32	14	
	Q4	8	9	32	34	17			0	17	8	46	27			15	2	47	21	11	
計	数	20	45	120	153	112			0	55	22	235	88			99	5	135	110	51	
	%	5	11.25	30	38.25	15.5			10	13.25	5.5	58.75	22			24.75	1.25	33.75	27.5	12.75	
検討欄		We fail to Ver.1 but High need to Further study				OUT															

24.3（10.000）

人　事　院

S. Administration

總受驗者數	抽出數
7471	400

No. 51

No 60

率	識別値
%	0.38

5	無答	重答
2		
3		
3		
6	1	
64	1	
66	0.25	

問題番号	分類記号	正答率	識別値
53	PA	41.25%	0.13

①	2	3	4	5	無答	重答
47	12	3	32	6		
44	9	5	33	9		
40	12	3	41	4		
34	7	7	44	8		
165	40	18	150	27		
41.25	10	4.5	37.5	6.75		

問題番号	分類記号	正答率	識別値
54	P	56%	0.23

1	2	③	4	5	無答	重答
15	11	68	5	0		1
18	15	57	8	2		
15	17	54	9	5		
18	20	45	11	6		
66	63	224	33	13		1
16.5	15.75	56	8.25	3.25		.25

問題番号	分類記号	正答率	識別値
55	P	69.25%	0.28

①	2	3	4	5	無答	重答
84	0	3	8	5		
74	2	2	13	9		
61	9	1	17	12		
58	3	6	19	14		
277	14	12	57	40		
69.25	3.5	3	14.25	10		

率	識別値
5%	0.2

5	無答	重答
22		
11		
28		
27		
88		
22		

問題番号	分類記号	正答率	識別値
58	S	27.5%	0.15

1	2	3	④	5	無答	重答
26	1	26	34	13		
31	1	32	23	13		
23	1	30	32	14		
15	2	47	21	11		
99	5	135	110	51		
24.75	1.25	33.75	27.5	12.75		

問題番号	分類記号	正答率	識別値
57	S	71.5%	0.3

1	2	3	4	⑤	無答	重答
3	3	8	0	86		
15	2	11	0	72		
14	5	11	1	69		
11	6	19	5	57		
43	16	49	6	286		
10.75	4	12.25	1.5	71.5		

問題番号	分類記号	正答率	識別値
60	S	14.25%	0.0

①	2	3	4	5	無答	重答
15	0	7	78	0		
18	0	4	78	0		
9	0	18	70	3		
15	2	15	65	3		
57	2	44	291	6		
14.25	1.5	11	~~72.25~~ 7.25	1.5		

B1 (257×364)

製表者

印	月日
	25-2-25

検表者

印	月日
	25-3-1

人事院

S. Administration

H203（解答分析表）

	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
	61	0	41.75%	0.24	62	0	23.5%	0.18	63	0	15.75%	-0.2
選択肢番号	1	2	3	4	5	無答	重答	1	2	3	4	5	無答	重答	1	2	3	4	5	無答
H Q1	36	4	1	2	56		1	1	7	32	32	28			7	3	47	28	18	
H Q2	55	1	1	2	41			0	9	36	24	31			15	3	45	18	17	
L Q3	52	2	4	4	38			1	13	37	21	28			19	7	29	24	21	
L Q4	52	7	4	5	32			0	18	37	17	26			22	13	31	18	14	1
計 数	195	14	10	13	167		1	2	47	144	94	113			63	26	152	88	69	1
計 %	48.75	3.5	2.5	3.25	41.75		.25	0.5	11.75	36	23.5	28.25			15.75	6.5	38	22	17.25	.25
検討欄																				

	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
	66	M	75.75%	0.29	67	M	49.5%	0.2	68	M	45.25%	0.3
選択肢番号	1	2	3	4	5	無答	重答	1	2	3	4	5	無答	重答	1	2	3	4	5	無答
H Q1	12	0	1	1	86			0	58	32	10	0			65	0	1	6	27	1
H Q2	9	0	4	0	81			0	58	33	6	3			45	2	2	8	43	
L Q3	26	2	2	0	70			2	44	35	17	2			44	3	3	6	43	1
L Q4	26	4	6	4	60			2	38	39	19	1	1		27	12	9	12	38	2
計 数	73	6	13	5	303			4	198	139	52	6	1		181	17	15	32	151	4
計 %	18.25	1.5	3.25	1.25	75.75			1	49.5	34.75	13	1.5	.25		45.25	4.25	3.75	8	37.25	1
検討欄																				

24.3（10,000）

人　　事　　院

S. Administration

総受験者数	抽出数
7471	400

No. 61

No 70

識別値			問題番号	分類記号	正答率	識別値			問題番号	分類記号	正答率	識別値			問題番号	分類記号	正答率	識別値		
0.18			63	0	15.75%	-0.21			64	0	57%	0.23			65	0	64.5%	0.15		
無答	重答		(1)	2	3	4	5	無答	重答	1	2	3	(4)	5	無答	重答	(1)	2	3	4	5	無答	重答
			7	3	47	28	15			1	10	23	61	5			70	8	4	0	18		
			15	3	45	18	19			3	8	16	72	1			64	15	1	1	19		
			19	7	29	24	21			3	16	21	56	4			68	16	7	0	9		
			22	13	31	18	14	1	1	8	28	17	39	8			56	23	3	1	17		
			63	26	152	88	69	1	1	15	62	77	228	18			258	62	15	2	63		
.25			15.75	6.5	38	22	17.25	.25	.25	3.75	15.5	19.25	57	4.5			64.5	15.5	3.75	.5	15.75		

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OUT

識別値			問題番号	分類記号	正答率	識別値			問題番号	分類記号	正答率	識別値			問題番号	分類記号	正答率	識別値		
0.2			68	M	45.25%	0.38			69	M	61.5%	0.34			70	M	78%	0.32		
無答	重答		(1)	2	3	4	5	無答	重答	1	(2)	3	4	5	無答	重答	1	2	3	(4)	5	無答	重答
			65	0	1	6	27	1		0	78	19	1	2			0	2	5	91	2		
			45	2	2	8	43			3	69	25	3	0			0	3	16	76	5		
			44	3	3	6	43	1		4	54	30	7	5			0	1	12	81	6		
1			27	12	9	12	38	2		3	45	32	15	4		1	0	7	12	64	16	1	
1			181	17	15	32	151	4		10	246	106	26	11		1	0	13	45	312	29	1	
.25			45.25	4.25	3.75	8	37.25	1		2.5	61.5	26.5	6.5	2.75		.25	0	3.25	11.25	78	7.25	.25	

製表者

印	月日
	25-2-25

検表者

印	月日
	25-3-1

人　事　院

S, Administration

H203（解答分析表）

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
		71	D	62.75%	0.65	72	D	87.5%	0.33	73	D	42.25%	0.1
選択肢番号		1	2	(3)	4	5	無答	重答	(1)	2	3	4	5	無答	重答	1	2	3	4	(5)	無答
H	Q1	6	3	91	0	0			97	1	1	0	1			4	0	37	17	42	
	Q2	16	9	74	1	0			91	8	0	0	1			15	0	26	9	50	
L	Q3	22	11	59	2	6			90	10	0	0	0			13	0	24	16	47	
	Q4	42	22	27	4	4	1		72	22	4	0	1	1		47	1	14	6	30	2
計	数	86	45	251	7	10	1		350	41	5	0	3	1		79	1	101	48	169	2
	%	21.5	11.25	62.75	1.75	2.5	.25		87.5	10.25	1.25	0	.75	.25		19.75	.25	25.25	12	42.25	.5
検討欄																					

		問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
		76	D	90.25%	0.33	77	D	32%	0.03	78	D	46%	0.2
選択肢番号		(1)	2	3	4	5	無答	重答	1	2	(3)	4	5	無答	重答	(1)	2	3	4	5	無答
H	Q1	100	0	0	0	0			20	15	34	3	26		2	60	20	16	0	3	1
	Q2	94	4	1	0	1			24	27	29	5	15			48	27	20	4	1	
L	Q3	88	7	2	0	3			26	24	34	2	14			41	26	29	3	1	
	Q4	79	14	5	1	0	1		40	24	31	3	1	1		35	27	25	5	5	3
計	数	361	25	8	1	4	1		110	90	128	13	56	1	2	184	100	90	12	10	4
	%	90.25	6.25	2	.25	1	.25		27.5	22.5	32	3.25	14	.25	.5	46	25	22.5	3	2.5	1
検討欄																					

人　　事　　院

S, Administration

總受驗者數	抽出數
7471	400

No. 71

No 80

問題番号	分類記号	正答率	識別値	1	2	3	4	5	無答	重答
73	D	42.25%	0.12	47	1	14	6	30	2	
				79	1	101	48	169	2	
				19.75	.25	25.25	12	42.25	.5	

問題番号	分類記号	正答率	識別値	1	2	3	4	5	無答	重答
74	D	18.25%	0.43	4	0	17	55	24		
				1	17	17	24	37		
				0	17	32	20	31		
				6	24	25	14	30		1
				11	58	93	113	124		1
				2.75	14.5	23.25	18.25	31		.25

?

問題番号	分類記号	正答率	識別値	1	2	3	4	5	無答	重答
75	D	60.5%	0.21	1	72	19	8	0		
				1	62	27	6	2		
				2	57	29	11	1		
				6	51	29	7	5	1	1
				10	242	106	32	8	1	1
				2.5	60.5	26.5	8	2	.25	.25

問題番号	分類記号	正答率	識別値	1	2	3	4	5	無答	重答
78	D	46%	0.25	60	20	16	0	3	1	
				48	27	20	4	1		
				41	26	29	3	1		
				35	27	25	5	5	3	
				184	100	90	12	10	4	
				46	25	22.5	3	2.5	1	

問題番号	分類記号	正答率	識別値	1	2	3	4	5	無答	重答
79	D	55.75%	0.33	50	0	72	15	13		
				0	1	62	16	20	1	
				1	1	50	23	25		
				6	11	39	15	28	1	
				7	13	223	69	76	2	
				1.75	3.25	55.75	17.25	21.5	.5	

問題番号	分類記号	正答率	識別値	1	2	3	4	5	無答	重答
80	D	68.5%	0.45	5	1	4	4	86		
				5	2	4	8	81		
				14	3	8	11	64		
				22	9	8	17	43	1	
				46	15	24	40	274	1	
				11.5	3.75	6	10	68.5	.25	

B4 (257×364)

製表者

印	月日
	25-2-25

検表者

印	月日
	25-3-1

人　事　院

S, Administration

H203（解答分析表）

	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
	81	D	42.75%	0.41	82	D	52%	0.35	83	D	74.25%	0.4

選択肢番号		1	(2)	3	4	5	無答	重答	1	(2)	3	4	5	無答	重答	1	2	(3)	4	5	無答	重
H	Q1	35	64	1	0	0			7	72	21	0	0			2	5	89	3	1		
	Q2	57	41	1	0	1			7	54	39	0	0			0	7	85	4	4		
L	Q3	52	43	3	1	1			19	45	33	0	3			4	12	79	1	4		
	Q4	67	23	4	0	5	1		22	37	32	48	3	2		13	22	44	11	9	1	
計	数	211	171	9	1	7	1		55	208	125	4	6	2		19	46	297	19	18	1	
	%	52.75	42.75	2.25	.25	1.75	.25		13.75	52	31.25	1	1.5	.5		4.75	11.5	74.25	4.75	4.5	.25	

検討欄

	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別値	問題番号	分類記号	正答率	識別
	86	D	55.75%	0.39	87	D	52.5%	0.33	88	D	69%	0.

選択肢番号		1	(2)	3	4	5	無答	重答	1	2	(3)	4	5	無答	重答	1	2	(3)	4	5	無答
H	Q1	11	77	11	0	1			5	17	67	9	2			4	6	88	1	1	
	Q2	31	54	11	1	3			3	18	58	12	9			9	8	74	7	2	
L	Q3	34	54	9	0	2			5	37	51	6	1			8	14	67	8	3	
	Q4	48	38	9	2	1	2		12	40	34	7	5	2		17	26	47	3	5	2
計	数	125	223	40	3	7	2		25	112	210	34	17	2		38	54	276	19	11	2
	%	31.25	55.75	10	.75	1.75	.5		6.25	28	52.5	8.5	4.25	.5		9.5	13.5	69	4.75	29.5	.5

検討欄

人　　事　　院

S, Administration

總受驗者數	抽出數
7471	400

No. 81

No 90

識別値	問題番号	分類記号	正答率	識別値
0.35	83	D	74.25%	0.47

無答	重答	1	2	(3)	4	5	無答	重答
0		2	5	89	3	1		
0		0	7	85	4	4		
3		4	12	79	1	4		
3	2	13	22	44	11	9	1	
6	2	19	46	297	19	18	1	
1.5	.5	4.75	11.5	74.25	4.75	4.5	.25	

識別値	問題番号	分類記号	正答率	識別値
0.42	84	D	79.5%	0.42

無答	重答	1	2	(3)	4	5	無答	重答
		0	3	94	0	3		
		0	4	89	4	3		
		0	15	77	4	4		
		7	22	58	8	4	1	
		7	44	318	16	14	1	
		1.75	11	79.5	4	3.5	.25	

識別値	問題番号	分類記号	正答率	識別値
0.41	85	D	78%	0.41

無答	重答	1	(2)	3	4	5	無答	重答
		5	93	1	1	0		
		11	83	4	2	0		
		9	79	6	4	2		
		26	57	11	3	2	1	
		51	312	22	10	4	1	
		12.75	78	5.5	2.5	1	.25	

率	識別値	問題番号	分類記号	正答率	識別値
5%	0.33	88	D	69%	0.44

5	無答	重答	1	2	(3)	4	5	無答	重答
2			4	6	88	1	1		
9			9	8	74	7	2		
1			8	14	67	8	3		
5	2		17	26	47	3	5	2	
17	2		38	54	276	19	11	2	
4.25	.5		9.5	13.5	69	4.75	29.5	.5	

識別値	問題番号	分類記号	正答率	識別値
0,28	89	D	48.25%	0,28

無答	重答	1	(2)	3	4	5	無答	重答
		20	64	11	3	2		
		25	55	14	2	4		
		32	38	20	6	4		
		25	36	18	8	11	2	
		102	193	63	19	21	2	
		25.5	48.25	15.75	4.75	5.25	.5	

識別値	問題番号	分類記号	正答率	識別値
0.40	90	D	87.25%	0.40

無答	重答	1	2	3	4	(5)	無答	重答
		1	0	0	0	99		
		6	1	1	0	92		
		10	0	1	1	88		
		17	6	2	2	70	3	
		34	7	4	3	349	3	
		8.5	1.75	1	.75	87.25	.75	

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S-1

GENERAL ADMINISTRATION

GENERAL ADMINISTRATION

(No. 1) Rationalization of administrative organization makes for

1. Centralization of authority.
2. A greater degree of democracy in administrative work.
3. Definite lines of responsibility and control.
4. Lighter responsibility of subdivisions in the organization.
5. Increasing necessity for administrative readjustment.

(No. 2) The Government undertakes to build a canal. The general policies have already been formulated and the location of the canal has been determined. Which one of the following is the best method to control the actual work of construction?

1. Control by the National Land Planning Council.
2. Control by creation of the commission type of agency.
3. Control by a committee set up by a local autonomous body.
4. Control by the new head of construction office.
5. Control by the Diet National Land Planning Committee.

(No. 3) When a ministry determines the extent of authority to be delegated to its local agencies, which of the following factors needs the least consideration?

1. Number of local agencies.
2. Length of time elapsed since the local agencies were created.
3. Possibility for an emergency situation.
4. Competence of local agency personnel.
5. Kinds of business activities.

(No. 4) Under which one of the following circumstances would a single executive undoubtedly be more desirable than a board or commission in public administration?

1. The discovery and establishment of fundamental policies in an uncharted field of public administration.
2. The exercise of wide discretionary powers affecting important private rights and privileges.
3. The performance of work in a field where a number of important decisions must be made with celerity, ~~e.g., national defense.~~
4. The exercise of coercive powers in fields of sharp controversy.
5. The protection of good administration from the hostility of special groups.

General Administration

(No. 5) In clarifying lines of authority in a government office, which one of the following methods is the most adequate?

1. To begin at the top level and work down to the lowest level.
2. To begin first at the intermediate level, then work to the bottom level and lastly to the top level.
3. To begin at the lowest level and work up to the top level.
4. To begin first at the intermediate level, then work to the top level and lastly proceed to the bottom level.
5. To survey in detail the course which one order follows.

(No. 6) Which one of the following conditions is the most definite indication of a need for reorganization?

1. Most of the bureau chiefs have been in their present position for more than ten years.
2. The field offices of the various bureaus are not all located in the same cities.
3. The head of each service section, such as correspondence and filing, budget and finance, and personnel, etc., reports directly to the head of the organization.
4. It is so provided that all activities are subject to review of three operating bureaus.
5. Seven bureau chiefs report directly to the head of the organization.

(No. 7) The attitude behind the planning of the budget of a government should be

1. The reduction of expenditures to the lowest possible level without consideration of any cut down in operations.
2. Pass a budget without details as to expenditures so long as the budget remains within the limits of revenue.
3. Revise the budget in consideration of the fact that cutbacks may mean increased unemployment, then pass it.
4. Pass the budget if it positively provides for the best and minimum mode of operations.
5. Demand that expenditures are made within the limits of the budget and that they are made under the proper items.

(No. 8) In budget preparation a study of figures of the preceding or current year is most advantageous in estimating

1. Expenses for construction.
2. Current and operating expenses.
3. Expenditures for maintenance and repairs.
4. Expenditures for equipment.
5. Expenses for entertainment.

General Administration

(No. 9) Which of the following is the primary difference between a public and a private financial program:

1. The public budget is based on a fiscal period while a private budget may be based on various periods.
2. The public budget is more detailed and complicated than a private budget.
3. A public budget is more frequently subject to criticism than a private budget, and therefore requires more supervision.
4. A private budget is based on anticipated income while in a public budget anticipated expenditures determine revenue.
5. A private financial program allows for greater flexibility than a public financial program.

(No. 10) The chief objection to automatic salary increases, from the point of view of management, is that

1. They are too costly.
2. People are often over-paid for amounts of work done.
3. They occur at too frequent intervals.
4. Mediocrity is awarded the same as outstanding ability.
5. They merely lower morale.

(No. 11) As biostatistician for your city health department you work frequently with the heads of the various divisions. One of the division heads consistently gives you much more work than the others, making it difficult to get your other work done. Under the circumstances, it would be best for you to

1. Tell him that unless he gives you less work you will do no more for him.
2. Do only what you think is most important and return the rest to him with appropriate written comments.
3. Tell your immediate supervisor the situation and request some remedial action.
4. Report him to the head of the department.
5. Tell the other division heads the situation and ask them to talk to him.

(No. 12) Which one of the following is the most important reason for a supervisor to determine the types and frequency of errors made by his employees?

1. To determine which employees should be promoted.
2. To determine how well he is doing as compared with other supervisors in the organization.
3. To provide a practical basis for determining the training needed.
4. To maintain complete information on operation in the shop.
5. To be able to inform his superior on the quality of his work as a supervisor.

General Administration

(No. 13) Of the various standards for classifying positions under a classification plan, which of the following is the most basic?

1. Kind of work and the necessary qualifications.
2. Nature of work and degree of supervision exercised or received.
3. Kind of work and relative amount of pay.
4. Nature of work and the degree of requisite knowledge.
5. Kind of work, its complexity and degree of responsibility.

(No. 14) The head of the department assigns to you alone an important difficult task which will take several days and asks to have it completed in a shorter time than you think possible. Of the following, the best course to take would be to

1. Work as rapidly as possible, and when the time limit has expired, explain that you did not have time to complete the assignment.
2. Argue with the department head that the assignment cannot be completed on time.
3. Ask for assistance before doing anything.
4. Work as rapidly as possible and keep the department head posted on your progress from day to day.
5. Ask other employees to assist you.

(No. 15) Since many administrators have little time to read comprehensive reports, it is important that a report be accompanied by:

1. A carefully worded letter of approval signed by the head of the department submitting the report.
2. A summary of the methods used in compiling the report.
3. An attractive folder containing charts and tables.
4. A separate introduction to the reported items.
5. A clear and concise summary in the letter of transmittal.

(No. 16) In presenting a new plan to the head of your department, which one of the following is <u>least</u> important in the first draft?

1. Clarity.
2. Brevity.
3. Complete details.
4. Easy to understand.
5. Graphic presentation.

General Administration

(No. 17) One of your good men is transferred to another detail of work. After a few weeks of close supervision and careful instruction, it becomes apparent that he is experiencing difficulty with his new work and cannot do the job satisfactorily. It probably would be best to

1. Put another man on the job to assist him in learning the new job.
2. Work with him closely for one week correcting him on his errors.
3. Give him another month on the job to improve before doing anything.
4. Shift him back to the first job.
5. Speak with your superior to determine whether or not he should be discharged.

(No. 18) You have shown one of your workers how to do a job. It is most important that you

1. Watch him carefully during the first few weeks to see how he does this job.
2. Remain available to help if necessary, but let him do the job by himself as long as he progresses satisfactorily.
3. Leave the entire matter of doing the job correctly to him.
4. Ask him about his job from time to time.
5. Tell him from time to time what should not be done.

(No. 19) One of the most important and also one of the most difficult responsibilities of a supervisor is to see that work is done on time. Which one of the following is most adequate to attain this objective?

1. Visit each of his subordinates as much as possible and see how he is doing his work.
2. Assign only one person to each phase of the total task.
3. Schedule the work and keep informed of its progress.
4. Require daily reports from all his subordinates.
5. Attach assistants to the supervisor and accelerate the work.

(No. 20) The first thing a supervisor should do when he faces a case requiring disciplinary action is to:

1. Investigate rules relating to the case.
2. Investigate all phases in an attempt to understand the case fully.
3. Consult other employees concerning the case.
4. Consult his immediate supervisor before making any investigation.
5. Determine what the usual procedure is in such cases.

General Administration

(No. 21) What is the most significant advantage of having all contacts with field offices cleared through a single unit in the headquarters office?

1. The field policies of headquarters personnel can be coordinated.
2. The field operations office at headquarters can direct the operating divisions on that phase of their work which relates to field problems.
3. The time spent by operating personnel at headquarters in contacting field offices will be substantially reduced.
4. "Bottlenecking" can be reduced.
5. The number of divisions and of employees at headquarters can be reduced.

(No. 22) In drawing up an organization chart of a certain ministry, which of the following should be the most important condition?

1. Inclusion of all the details of the organization which distinguishes it from other ministries.
2. A schematic representation of purely administrative functions within the ministry.
3. Clarification of the distinction between the staff and operating units.
4. Presentation of an accurate picture of the lines of authority and responsibility.
5. Presentation of a reform plan in light of principles of scientific management.

(No. 23) Committee conferences among bureau heads of coordinate rank are <u>least</u> likely to be effective when their primary purpose is the

1. coordination of specific functions.
2. determination of broad policies.
3. preparation of plans for administration of programs.
4. standardization of operating procedures.
5. elimination of duplicated activities.

(No. 24) Which one of the following factors is most likely the reason for failure when a ministry delegates authority to its field offices?

1. Opposition of the field offices to the decentralization.
2. Difficulty in recruiting qualified personnel for the functions to be decentralized.
3. Difficulty in comparing cost of field offices versus ministerial administration.
4. Difficulty in formulating adequate methods of supervision over the field offices.
5. Differences of opinion in the ministry as to the functions to be decentralized.

General Administration

(No. 25) In determining the flow of work and lines of authority in an enterprise, there are many factors that should be considered. In case the size of an enterprise is small, which of the following factors should be given particularly great weight in considering them?

1. Capacities of individual incumbents.
2. Size of the area served by the enterprise.
3. Type of activity engaged in.
4. Geographical location of the enterprise.
5. Method of financing to be employed.

(No. 26) Which of the following is the most important advantage of establishing a new section of a business organization to sell an important new product, rather than utilizing the existing section with somewhat related functions?

1. Public information activity will be more effective.
2. Work will be simplified by establishing a new section rather than assigning it to another section.
3. Operations will be less likely to be hampered by existing practices.
4. The training of personnel in a new section presents fewer problems than training in an existing subdivision.
5. It is easier to obtain confirmity with general regulations of the organization relating to such matters as accounting, contracts, etc.

(No. 27) If you were the chief administrator of a city (population 150,000) in poor financial condition, which one of the following budget procedures would seem most appropriate in requesting the submission of departmental estimates?

1. Order each department to submit estimates totaling a certain amount.
2. Ask each department to submit a budget showing the minimum amount which they must have, and then the next most desirable items.
3. Reduce departmental expenditures to the total amount available for expenditures by a uniform percentage cut.
4. Ask each department to request the total amount it needs and then cut out the items you consider least important.
5. Require each department to submit proposals for increasing the city's income.

General Administration

(No. 28) Of the following, the <u>least</u> significant factor in determining whether the current year's budget requests should be modified in preparing next year's budget for a joint-stock company is the

1. expected decrease in personnel.
2. expected change in work load.
3. possibility of effectuating improved methods of production.
4. Difference between the current year's budget and the previous fiscal year's.
5. anticipated sources of income for the current year.

(No. 29) Which of the following need not be considered in estimating bureau expenditures to be proposed in the budget?

1. A breakdown of expeditures by types.
2. Amounts spent on various services in the last completed fiscal period.
3. Amounts spent during the completed portion of the current fiscal period.
4. Income earned by various services during the last fiscal period.
5. Amounts proposed to be spent in the ensuing fiscal period for construction of new office buildings.

(No. 30) Of the following, the <u>least</u> desirable type of material for inclusion in a proficiency test for selection of employees is

1. skills and knowledge acquired by long training.
2. general occupational information.
3. questions relative to applicant's understanding of relation of the job to the entire industry.
4. skills and knowledge acquirable only after induction.
5. questions which are relatively more difficult than the job requires.

(No. 31) Of the following, what is the chief <u>disadvantage</u> of permitting employees to transfer from one government agency to another?

1. It is costly to train new workers.
2. It lowers employee morale.
3. It disturbs the current working schedule of an agency to transfer an employee.
4. It prevents the full use of present employees throughout the entire government service.
5. It decreases an employee's opportunity for promotion.

General Administration

(No. 32) Responsibility for which of the following is inseparable from personnel duties?

1. Budget drafting
2. Control of funds
3. Research and studies of the government
4. Overall supervision of operations.
5. Supervision of clerical work.

(No. 33) As the result of a survey on the actual state of a technical research institute under the jurisdiction of a certain ministry, it has been found that (1) its tracers are excessive and require a reduction of 10% from the standpoint of the fixed number of its staff and that (2) the tracers are generally inefficient.

In this case which of the following is the best approach that should be utilized as head of the research institute?

1. Have staff meetings to solve the problem.
2. Make 10% of the tracers as draughtsmen, and educate the remaining employees on the importance of tracer work for the institute.
3. Discharge more than 10% of the tracers and hire new employees of a higher caliber.
4. Discharge 10% of the most inefficient employees and give training to the rest.
5. Reassign, by transfer, the inefficient employees to tracer work in another agency of government.

(No. 34) In a well-designed organization, when the extent of authority exercised by a bureau or section chief increases, the amount of detail he is required to direct

1. Decreases
2. Increases
3. Remains the same
4. Is not subject to generalization
5. Is unrelated

(No. 35) When repairs are requested and the need verified, which of the following considerations should receive primary attention?

1. The cost of repairs can be reduced by having several similar jobs done at the same time.
2. The repairs should be completed before the end of the current fiscal year.
3. The earlier the repairs are made, the more economical it will be for the unit requesting them.

(No. 35) (Cont)

4. Efficient administration demands that as small an amount of money as possible be spent for repairs.
5. A survey should be made to determine the existence of similar needs in other units.

(No. 36) "The program of a government is never merely the sum of the programs of its various agencies; it may be either much more or much less. It is much less if the basic purposes of the agencies are inconsistent. It is much more if their operations are linked together, each furthering the activities of the others and all submerging their jurisdictional disputes in a general current of agreement."

According to the above paragraph, when is a program of government more than the sum of the programs of its various administrative agencies?

1. When the activities of the various governmental agencies are adjusted to fit a general program of government.
2. When each agency of government performs its designated functions efficiently.
3. When the activities of each agency are carried out in accordance with the established program of the agency.
4. When the basic purposes of each agency of government are established by the administrator for that agency.
5. When each agency carries out its special activities without considering operations of other governmental agencies.

(No. 37) Which one of the following characteristics is it most essential for a supervisor to have?

1. More technical knowledge than any of his subordinates.
2. The ability to plan work and to foresee problems.
3. A good sense of humor.
4. Willingness to accept the management viewpoint without question.
5. The ability to keep the interest of his workers foremost when making his decisions.

(No. 38) Which of the following is the best way to evaluate the power of judgment of supervisors subordinate to yourself?

1. By checking on the level of morale of the corresponding units.
2. By checking the neatness and orderliness of their units.
3. By observing the manner of handling urgent and non-urgent work.
4. By the state of satisfaction of their men.
5. By inspecting their work reports.

General Administration

(NO. 39) Which one of the following methods is most essential in training capable subordinates?

1. Increase clerical assistants.
2. Raise pay.
3. Place emphasis on tests and placement.
4. Stop unnecessary transfers.
5. Improve working environment.

(No. 40) Under which one of the following conditions is it most likely that a supervisor will do a <u>poor</u> job?

1. The men he supervises have considerable differences in skills.
2. Most of the supervisor's interest is in making technical improvements in the work of his section.
3. Some of his subordinates are better educated than he.
4. The supervisor lacks some skills that his men have.
5. The supervisor was transferred from another section of the organization.

(No. 41) Of the following, which is the <u>LEAST</u> valid criterion to be used in evaluating the organization of a ministry or bureau?

1. Is authority for making decisions centralized?
2. Is authority for formulating policy centralized?
3. Is authority granted commensurate with responsibility involved?
4. Is each position's relation to other positions clearly defined from the viewpoint of responsibility?
5. Is each position's relation to other positions clearly defined from the viewpoint of authority?

(No. 42) Analysis of the organization of a government office has revealed that 14 units are reporting to one section chief, and that while there is a <u>similarity</u> in all these units as to the nature of their work and work methods, the objects they deal with are greatly different. This makes it difficult for the section chief to direct and supervise the whole section in proper manner. In order to improve effectiveness of his control over his subordinates, which one of the following administrative arrangements could be considered most effective as section chief?

1. Appoint two assistants to the section chief to assist him in his supervisory duties.
2. Readjust the functions of each unit and reduce the amount of supervision required as much as possible.
3. Add several "branch" chiefs between the section chief and the unit heads.
4. Delegate as much authority as possible to the unit heads.
5. Divide this section into two sections.