

**GHQ/SCAP Records (RG 331, National Archives and Records Service)**

**Description of contents**

- ( 1 ) Box no. 212
- ( 2 ) Folder title/number: (30)  
320.13
- ( 3 ) Date: ? - Dec. 1950

( 4 ) Subject:

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( 5 ) Item description and comment:

( 6 ) Reproduction:  Yes  No

( 7 ) Film no. Sheet no.

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Miss Rodekuhr/ru

NRS Organization for  
balance of FY 1951

G-1

NRS

14 Dec 50

1 1. Reference C/N 1, NRS to G-1 dated 9 December 1950, subject, Organization for Balance of FY 1951.

2. Adjustments among the civilian positions in the NRS organization as outlined in referenced checknote are approved, administrative details to be coordinated with CPS.

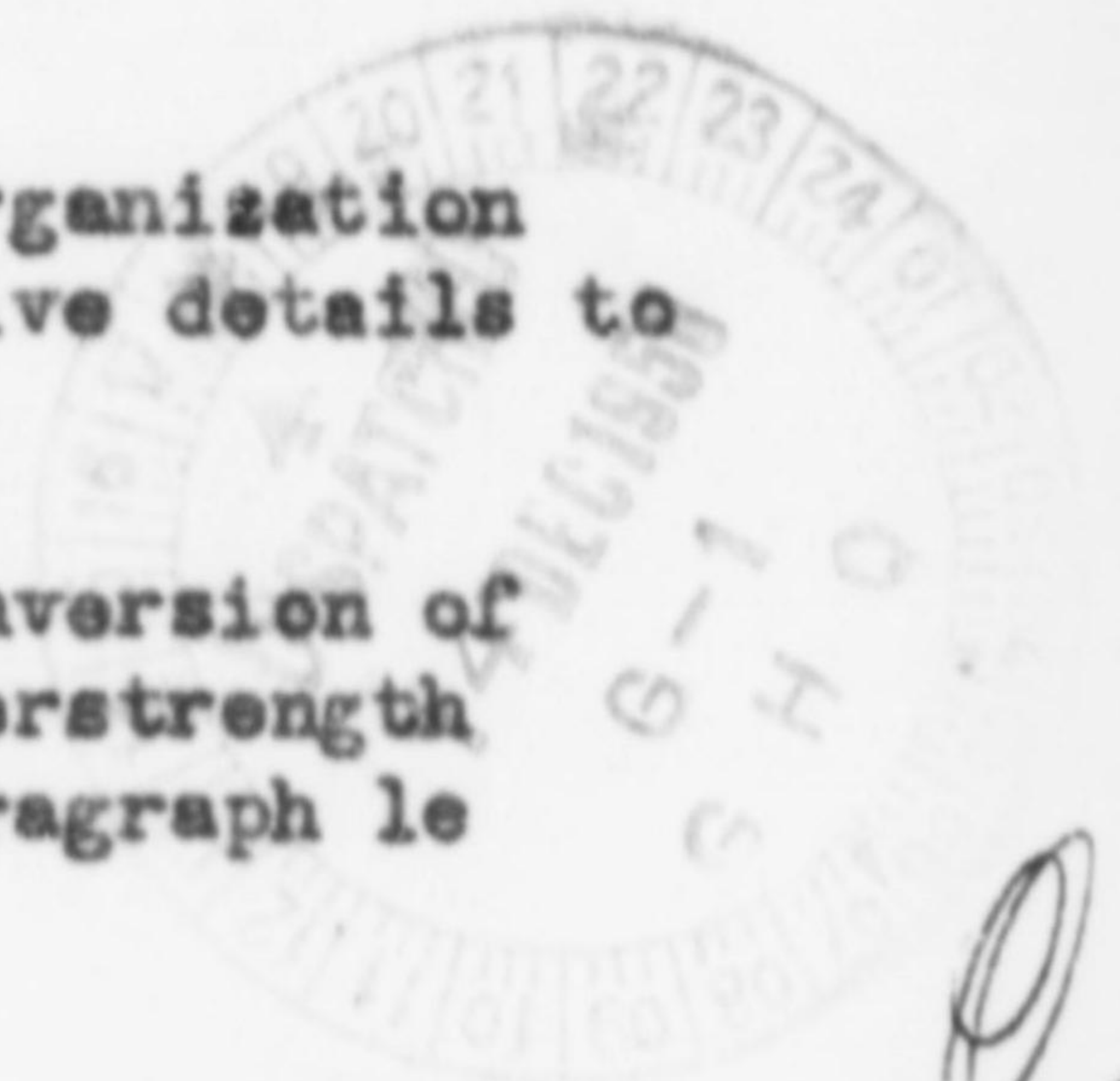
3. Attached manning level recapitulation reflects the conversion of one military space (Major) to DAC space in lieu of the DAC overstrength space originally approved by C/N 2, G-1 to NRS, 20 Nov 50 (paragraph 1e NRS checknote referred to above).

1 Incl  
M/L Recap 142

----- W. A. B. -----

M/R: NRS in C/N 1 outlines series of changes in their original and approved RIF plan submitted in August 1950. No change in approved FY 51 average is requested.

M/L Recap attached cancels the DAC o/s authorized by C/N 2, G-1 to NRS, 20 Nov 50. In lieu of the o/s, one mil space is converted to DAC space for balance of FY 51.



G-1  
MB

344



## MANNING LEVEL RECAPITULATION

No. 142

SECTION: NATURAL RESOURCES SECTION

DATE: 14 DECEMBER 1950

1. The revised authorization to your section is as follows:

OFFICERS:	Gen or Col	Lt Col	Major	Captain	Lts	TOTAL	
	1	4	1	3	0	9 a	
WARRANT OFFICERS:		CWO	WOJG			0	
ENLISTED:	E-7	E-6	E-5	E-4	E-3	E-2&1	0
<b>TOTAL MILITARY:</b>						9	
CIVILIAN CEILING:	Department of Army-Appropriated Funds					55 b	
	Department of Army-Non-Appropriated Funds					0	
	Requisitioned Japanese Labor					128	
	Foreign Nationals					4	
<b>AGGREGATE:</b>						<u>196</u>	

2. Remarks:

a. Decreased by one (1) Major, MOS 8000 and

b. Increased by one (1) DAC space.

(DAC approved M/L Space in lieu of temporary overstrength originally approved).

Inclosure 1 to G-1 check note, subject: NRS Organization for Balance of FY 1951,  
dated 14 Dec 50

## DISTRIBUTION:

G-1, MOML  
G-1, File  
~~AG-Comptroller~~

~~AG-Strength Accounting Br~~  
~~AG-Officers Br~~  
~~AG-Procurement & Replacement Br~~  
Civilian Personnel Sec



**RESTRICTED**

**GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS**

**CHECK SHEET**

Maj T. M. White 26-6211  
HGS/TMW/mm

(Do not remove from attached sheets)

File No.: NR 280( 9 DEC 1950 ) Ad Subject: Organization for  
Balance of FY 1951

Note No. 1 From: NR To: G-1 Date: 9 DEC 1950

1. References
  - a. Check note, NR to G-1, NR 120 (11 Aug 50)Ad, 11 Aug 50, subj: Functions and Organization FY 1951.
  - b. Check note, G-1 to NRS, 23 Aug 50, subj: Functions and Organization FY 1951.
  - c. Check note, G-1 to NRS, 15 Aug 50, subj: Request for Assignment of Officers to Accompany 1950-51 Japanese Antarctic Whaling Expedition. (Manning Level Recapitulation No 72, 15 Aug 50, was inclosed with check note.)
  - d. Check note, G-1 to NRS, 24 Aug 50, subj: Replacement of Enlisted Men by Civilians. (Manning Level Recapitulation No 84, 24 Aug 50, was inclosed with check note.)
  - e. Check note 2, G-1 to NRS, 20 Nov 50, to check note, NR to G-1, NR 280(18 Nov 50)Ad, 18 Nov 50, subj: Augmentation of DAC Manning Level.
2. Reference 1a described the functions and detailed organization of NR recommended for FY 1951. It was pointed out in this reference that minor changes in the scheduled termination dates of certain positions would be necessitated because of the desires of individuals who have completed their employment agreements to depart on dates earlier than planned for the abolition of their positions. Such minor adjustments have been made. This recommended organization was approved by G-1 in reference 1b.
3. Since the date of approval of the organization recommended in reference 1a the following changes were directed by G-1:
  - a. Per reference 1c, two (2) additional DAC positions were authorized in lieu of two military (one U. S. Army officer and one attached French Naval officer) to serve as SCAP representatives to accompany the Japanese 1950-51 Antarctic Whaling Expedition.
  - b. Per reference 1d, one (1) additional DAC position was authorized in lieu of one military (enlisted grade E-5, MOS 0319) to serve as engineering equipment repairman for the Angaur Island phosphate mining operations.
  - c. Per reference 1e, one (1) temporary overstrength DAC space was authorized for the period 15 Dec 50 thru 30 Jun 51 in lieu of a replacement for a military (major, MOS 8000) coal mining engineer who was returned

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**RESTRICTED**



## RESTRICTED

NR 280 ( 9 DEC 1950 ) Ad

to the ZI for reassignment.

4. Inclosed herewith are charts showing the recommended organization of NR for the balance of FY 1951. These charts do not include any new positions recommended for establishment. The major changes include only the recommendation that several established DAC positions, now vacant, be cancelled and the spaces saved be utilized to extend beyond presently scheduled termination dates those DAC positions designated in the inclosed charts. The vacant positions recommended for cancellation are:

a. In the Fisheries Division three (3) of six (6) Fishing Area Inspectors and one (1) of two (2) Industrial Specialists (Tuna Fishing).

(1) The six Fishing Area Inspector positions were established in May 50 on the basis of a 6-month incumbency for each. Recruitment for these positions has been extremely slow. Two qualified individuals accepted these positions and arrived from the U. S. for duty on 5 October 1950. One qualified individual is now enroute. NR will be able to carry on its assigned responsibility in this field by retaining the two inspectors now here and the one enroute through 30 June 1951. It is believed inadvisable to continue recruitment for these positions since it is not planned that the positions will extend into FY 1952. Net unused DAC space will be 12 man months.

(2) The Industrial Specialist (Tuna Fishing) position established in May 1950, now vacant, was not occupied from 1 Jul 50 to 31 Oct 50; these duties were accomplished by an attached French Naval officer. In the meantime by combining Japanese tuna fleets NR is able to carry out its assigned responsibilities in this field with one specialist. Net unused DAC space will be 8 man months.

b. In the Mining and Geology Division the position of Engineering Equipment Repairman, which was established in August 1950 to replace an enlisted man who was withdrawn from NR to be utilized elsewhere in FEC. Due to the isolation of the place of employment of this position NR has not been able to find a qualified individual who will accept the job. However, in view of instructions in reference 1d to the effect that this DAC space would not be utilized to augment NR's technical staff, the inclosed charts do not include utilization of the 10 man months saved in this position.

5. The SCAP functions of NR described in reference 1a have not diminished appreciably since August 1950. Progress on some functions has been delayed to a considerable extent because of additional duties assumed by the Section in connection with the Korean hostilities. These duties have fallen primarily into the fields of forestry and mining and geology and consist of providing

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NR 280 ( 9 DEC 1950 ) Ad

statistical and background information in addition to services of personnel to several sections of GHQ and FEAF who have been actively engaged in the Korean war.

6. The CG, RYCOM, has expressed the desire that NR make available to him the services of two or three specialists for periods of from 3 to 6 weeks to assist him in his MG activities in the Ryukyus. This desire was made known to Chief, NR, during his visit to that command in November 1950. Chief, NR, explained to CG, RYCOM, that NR's technical staff has been seriously curtailed in recent months because of RIF and requested that he withhold an official request for the services of NR personnel until Chief, NR, had an opportunity to evaluate the effect on his currently assigned mission. Without the extensions of DAC positions recommended herein, it is felt that NR will not be able to accommodate the CG, RYCOM, without further disrupting progress on NR's current functions.

7. It is recommended that cancellation of the DAC positions listed in paragraph 4a and the extensions of the DAC positions indicated in the inclosed charts be approved. These extensions will not cause NR to exceed its presently authorized average DAC manning level of 63.54 for FY 1951. (Note: The DAC position authorized per reference 1d has not been included in the figure of 63.54 for reason stated in paragraph 4b above.)

## 3 Incls

1. Orgn Chart - Structure
2. Orgn Charts - Personnel
3. Strength Recap FY 51

From: C-1

To: NRS

*MSB*  
C. G. S. -----  
Miss Rodekuhr/ru  
Date: 14 Dec 50

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RESTRICTED

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775009

XXXXXXXXXXXXXXXXXXXXX  
SUPREME COMMANDER FOR THE ALLIED POWERS

6424  
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Mr DeVille - 26-6993

Personnel Terminations - FY 1950.

PHW

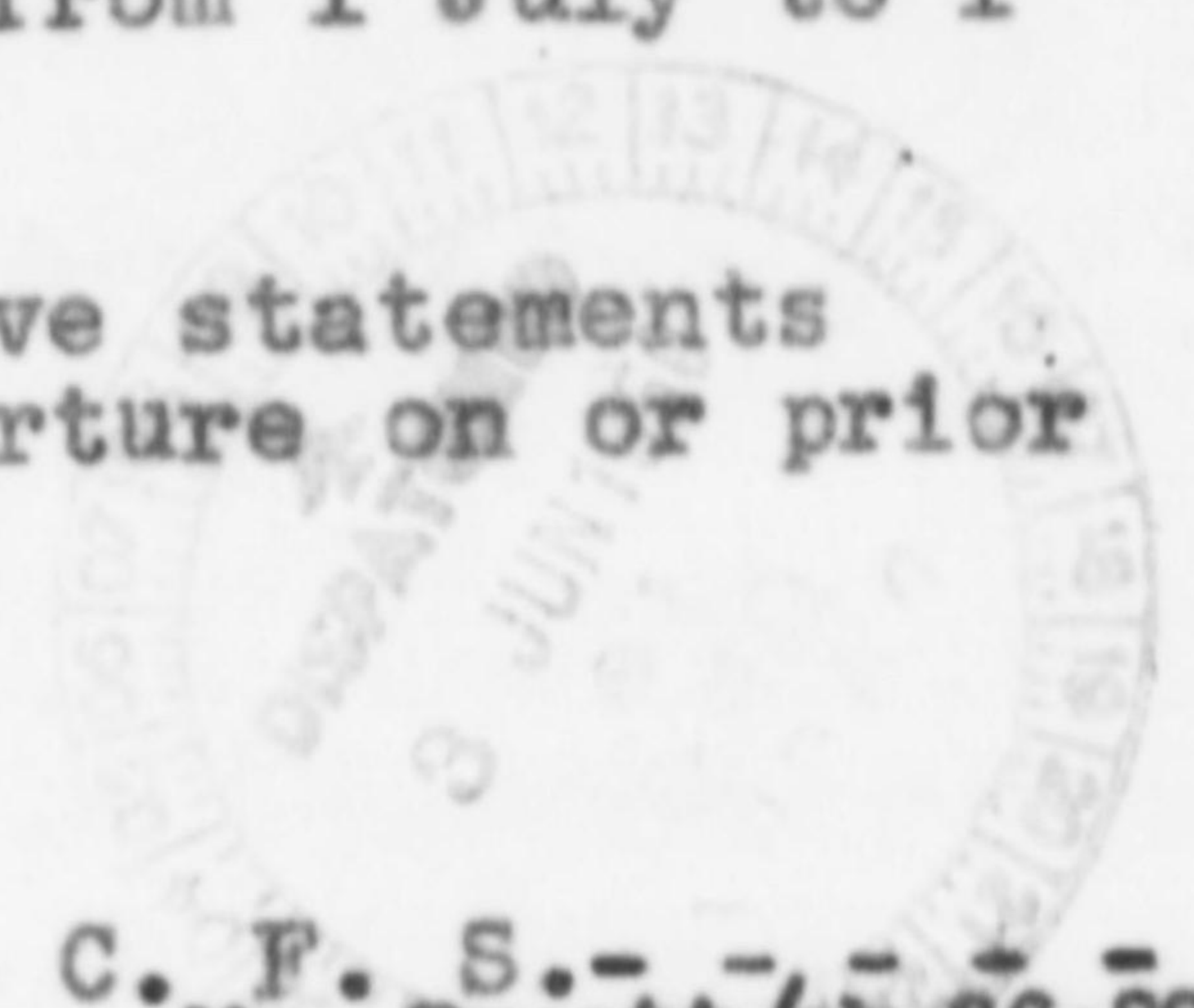
G-1/MOML

1 Jun 50

1. Reference is made to informal discussions between Mr. Pruett, G-1, and Mr. DeVille, PHW, concerning the termination date of ten (10) DAC employees of PHW, whose positions, one year ago, were recommended to be abolished beginning FY 1951.

2. PHW subsequently received information from CPS and G-1 that subject employees would be privileged to depart during the first quarter of FY 1951, so as to arrive in the ZI not later than 30 September 1950. Their departure date from Japan was established on or prior to 1 September 1950, and each individual concerned was so informed (verbally). Mr. Pruett advises that funds are available to carry these employees from 1 July to 1 September 1950.

3. PHW requests confirmation of the above statements authorizing this group to schedule their departure on or prior to 1 September 1950.



G-1 Files

Handwritten initials/signature

----- C. F. S. -----  
Mr. Pruett/ek 26-6993  
Date: 2 June 1950  
From: G-1 To: PHAW Thru: CPS

2 There is no objection to retention of subject employees in PHAW as temporary overstrength, provided their departure is scheduled on or prior to 1 September.

-----W.A.B.-----  
M/R: Basic is rqst of PH to retain certain pers past end of FY 50. Recent survey of PH took into consideration the necessity for retention of certain of these individuals for 1 to 2 months during FY 51 in order that current projects, scheduled for early return to Japanese agencies, could be completed.  
Appvl of the reduction of 10 DACs was made 15 Jun 49, based on PH projected date of completion of projects as 1 Jul. It has not been possible to meet target dates in all projects, hence PH rqst for moderate extension.  
Although availability of funds for FY 51 is not yet definite, DA has budgeted for over 400 DAC spaces more than current appvd M/Ls for FY 51. In addition, savings fr current SCAP surveys should provide addl reserve.

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775009

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
SUPREME COMMANDER FOR THE ALLIED POWERS

320.3 6482

Brig Gen Sams - 266992

Request for Increase in Manning Level Requirement.

PHW

G-1

1 Jun 50

1. (Cont'd) 6. Other projects of the Veterinary Affairs Division, including animal disease control, a highly important factor in the nutrition and economic recovery of the nation; veterinary education; advice and guidance on the execution of laws and regulations; and reports and statistics, will require the full-time services of one individual.

7. It is requested that the manning level of PHW Section be increased for FY 1951 to provide for one additional veterinarian in the Veterinary Affairs Division.

1 Incl a/s

----- C. F. S. -----  
Mr. Prustt/ek 26-8993  
Date: 5 June 1950  
From: G-1 To: PHAW

2 The foregoing request was considered by the Survey Team in its report to the Committee on Missions and Functions of SCAP Organizations of GHQ, and was brought to the attention of that Committee. Pending final action by the Committee on PHAW Missions, Functions and Manpower Requirements for FY 1951 and FY 1952, no further action is considered necessary.

1 Incl  
n/c

----- W.A.B. -----  
M/R: This request of PH was specifically discussed by the Committee on 1 June. It was General Fox's expressed feeling that SCAP should not accept the responsibility for function indicated in para 4. Survey Team also recommended that that function be eliminated. Final action on the Survey Team report will determine whether or not the current authorization of one (1) veterinarian is to be increased.



G-1 Files

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Handwritten initials



XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
SUPREME COMMANDER FOR THE ALLIED POWERS

Brig Gen Sams - 266992

Request for Increase in Manning Level  
Requirement.

PHW

G-1

1 Jun 50

1. 1. Reference is made to check note #1, G-1 to PHW, dated 25 Jun 49, and check note #2 thereto, PHW to G-1, dated 30 Jun 49, subject, Authorized Strength - Fiscal Year 1950 and 1951.
  2. The reduction of PHW personnel, as depicted on projected strength status report for FY 1950 - 51, was based on the work load of PHW at the time of submission of such report in June 1949. Such work load has not remained static, however, but has increased to the point where the technical and professional personnel of PHW have had to work far above and beyond a normal amount of overtime. A study of PHW overtime, over a nine-month period, July 1949 - April 1950, reveals that the Section as a whole has contributed sufficient overtime to warrant an additional two employees' working on a full-time basis. (See Incl #1).
  3. This consistent overwork has been done on a voluntary, non-reimbursable basis, without compensatory time off for such duty, because of the high calibre and interest of the personnel in the professional and technical fields in PHW.
  4. Due to the increased demand for indigenous sources of food supply and the rapidity with which these requests have been received, there has been a new increased burden placed on the veterinary services to expedite the inspection and supervision of the production, preparation, and distribution of indigenous food products of all types. During FY 1950, Lt. Col. Marion W. Scothorn, VC, former Chief, Veterinary Affairs Division, spent .8 of his time on food and beverage inspection, and the organization and training of Japanese food sanitation personnel. Increased activities of this nature will require the full-time services of one individual. The work of this individual is not confined only to indigenous food for Occupation personnel, but also the inspection of foods destined for export.
  5. The veterinary programs in the Ryukyus, where there have been no such programs heretofore, have taken considerable time of the veterinary personnel of PHW, GHQ, SCAP. This effort can be relaxed only when such personnel can be made available in the Ryukyus, and a satisfactory program established. The absences incurred during visits of PHW veterinarian to the Ryukyus constitute an impediment in the execution of the other programs of the Division, and necessitate a considerable amount of overtime work in preventing a serious work lag.



2 May 1950

320.3  
4583

MEMORANDUM FOR: General Hickey

SUBJECT: Procedure for Study of Missions and Functions of SCAP  
Organizations

1. Subsequent to the 27 April 1950 meeting of the Committee, a further review by G-1 representatives of the projects necessary to accomplish the objectives outlined in Chief of Staff Memo of 25 April was made. Based on previous experience in similar studies and on information currently available, the following projects appear necessary:

a. Review relaxation of controls which have been effected to date, and further relaxations of controls which have been scheduled by previously submitted actions.

Status: This has been assigned to DC/S SCAP.

b. Review of studies of overlapping and duplicatory activities which have been completed and those remaining to be completed.

Status: Inclosure 1 is a G-1 report on this subject.

c. Establish a tentative ceiling for budget purposes for DAC employees for FYs 1950 and 1951.

Status: Memo for General Fox, 25 April 1950, a copy of which was furnished you, contained as an inclosure (Incl 2) the results of a preliminary survey of the manpower requirements of SCAP organizations, determined by application of the proposed "assumptions" (Incl 3) to functions, projects and manpower estimates on file in G-1. G-1 representatives are prepared to brief the Committee verbally on the reasoning used in arriving at the estimates contained in Inclosure 2, in order that a ceiling for budget purposes can be established, and budget preparation may proceed concurrently with detailed Committee Studies.

d. Obtain current and projected mission, function, project and manpower application data from SCAP organizations, presented in such a manner that manpower application is properly related to activities involving (1) controls over Japanese, (2) advice and guidance to Japanese, (3) performance of functions for Japanese due to lack of peace treaty, and (4) surveillance.

Status: Inclosure 4 is a proposed checknote to obtain the necessary information from the sections. This checknote should be prepared for distribution to section chiefs at a conference to be called by the Chief of Staff or Chairman of the Committee at which survey procedures will be explained to assembled section chiefs. It is estimated that one week or less will be required, if ESS is allowed to submit information by division.

G-1 Files



e. On the basis of the foregoing data, and using the "assumptions", prepare a report on each section, with recommendations concerning the following factors:

- (1) Controls which must be maintained, with termination dates.
- (2) Essential projects which require continued advice and guidance, with termination dates.
- (3) Activities which must continue to be performed for the Japanese.
- (4) Minimum essential surveillance to be accomplished in the section.
- (5) Other essential activities which must be performed.
- (6) Manpower necessary to accomplish the foregoing.
- (7) Revision in basic authority for the section, viz., the general orders, considered necessary (this can become the "policy directive" to each section referred to in Chief of Staff Memo 25 April).
- (8) Activities which are concluded to be unnecessary, in that (1) they can be performed by the Japanese, (b) they extend beyond the requirements of occupation objectives of SCAP and the US Government, (c) they duplicate or overlap activities which are appropriately the primary responsibility of other agencies, or (d) they could be more economically performed by other agencies.
- (9) Manpower which can be reduced by (8).

Status: A report on each section and one on each Division of ESS, or total of 25 reports should be prepared. G-1 personnel are prepared to draft reports at the rate of 4 or 5 per week, provided 3 additional technicians and 2 stenographers are obtained for approximately 4 weeks, and the services of CPS classification analysts are made available when required. This is the procedure which has been used in the last three such surveys, to preclude the necessity for building a large staff in G-1. A survey team, consisting of the following personnel is suggested to provide for completion of the studies at the earliest practicable date:

1. Edmond C. Hutchinson, ESS)  
Arthur M. McGlaufflin, ESS) 1 of the 3  
John W. Harrison, ESS )
2. Mr. H. Palmer, CCS
3. Mr. Paul Kohl, ATIS
4. Four G-1 Representatives

f. Furnish a draft copy of the report to the organization concerned, for correction or supplementation of any factual information, and for discussion between section representatives and G-1 representatives. The report should then



be rewritten for submission to the Committee, and form the basis for review by the Committee and discussion by the Committee and Section Chief, as considered necessary. The report, modified as necessary, should be submitted to the Chief of Staff for approval.

Status: The Committee should be available for hearings, if required, approximately 4 half-days per week, probably Monday, Tuesday, Thursday, and Friday afternoons. On the basis of this schedule, anticipating clearing two (2) relatively simple reports during several of the afternoon sessions, the majority of the reports should be completed by 20 June.

g. Upon approval of all individual reports, an over-all report with firm manning level should be prepared by the Committee for approval by the Chief of Staff.

Status: This can be completed within a few days after completion of the individual reports.

2. Recommend:

- a. Approval of the procedure indicated in the foregoing subparagraphs.
- b. Approval of use of personnel indicated in paragraph 1e, as a "working level" survey team.

4 Incls

1. G-1 Report w/4 incls
2. Tentative Ceiling
3. "Assumptions"
4. Ppsd C/N to all SCAP sections

W. A. B.



2 May 1950

MEMORANDUM FOR: General Hickey

SUBJECT: Studies of Parallel, Overlapping and Duplicatory Activities in SCAP Sections

1. As an integral part of the preliminary work of the Functions and Controls Committee, initiated in August 1948, a survey of the statements of functions and projects of the SCAP sections and units was initiated to determine the amount of manpower involved in parallel, overlapping or duplicatory activities. The total statements of functions of the SCAP organizations (when card-indexed) totaled slightly over 700, of which approximately 260 involving 430 military and DAC personnel were determined to be parallel, overlapping or duplicatory.

2. Numerous minor actions were accomplished during the reviews of the Functions and Controls Committee, resulting in clarification of functions, and many minor reductions were made on the initiative of the staff sections without reference to the Committee, of which no records are available in G-1. However, of the over 500 spaces eliminated from the SCAP authorization by the Committee's actions, the following savings (approximate) resulted from inter-section delineation of responsibilities as indicated:

<u>Sections</u>	<u>Functions</u>	<u>Savings</u>
CIE-ATIS	Press and Publications Translations	10
SRS-All sections	Preparation of Periodic Reports	45
All sections	Administrative and Personnel Functions	15
ESS (internal)	Collection and Presentation of Statistics	15
CIE (internal)	Research and Analysis	8
CCS-SIG	Telecommunications for Occupation Forces	4
ESS-CTS	Transportation for Exports	2
Total (approximate)		84

3. The Functions and Controls Committee was dissolved approximately 1 February, and the continuing work of review of organization, functions and manpower application of SCAP agencies was assigned to G-1, including processing of actions under the provision of Staff Memorandum 2, 1949 (Tab A). Continued action to improve delineation of functions was taken during the studies for establishment of GARIOA budget requirements during March - June 1949. A report on each SCAP section (and on each ESS Division) was prepared and submitted to the Chief of Staff. Although Chief of Staff did not act on each report, on 15 June he approved G-1 recommended manpower authorizations for the SCAP sections and units, which were based on clearer delineation of functions (among other factors). The FY 1950 authorizations represented a savings of 267 from the 30 June 1949 authorizations, of which savings 75 spaces can be attributed to delineation of functions.



4. In September 1949, a resurvey of the functions and projects for further delineation of parallel, overlapping and duplicatory functions was conducted. This disclosed that previous actions had reduced overlapping and duplicatory activities to approximately 50 items (Tab C), involving 11 major and 15 minor areas of activity (Tab B). The progress on delineation of responsibilities for the 26 areas of activity, as indicated in Tab D, reflects that:

a. In addition to the savings indicated in paragraph 2 and 3, approximately 200 spaces have been reduced through clarification of these areas of activity.

b. Studies are now in process which when completed should provide approximately 40 spaces additional savings.

c. Approximately 100 additional spaces (indicated in parentheses on Tab D) could be saved by completion of studies which are indicated by the survey, but not yet initiated.

d. Certain parallel activities need no further clarification and therefore have been dropped in Tab D.

5. Since the September 1949 survey, a new factor, viz., assignment of Civil Affairs Teams to GHQ has entered the picture. Present indications are that a major study of delineation between staff and operations, which in effect would substantially provide the delineation between staff sections and Civil Affairs Teams, can provide major savings.

4 Incls

1. Tab A, SM 2, 1949
2. Tab B, Drft Ppsd Studies
3. Tab C, Status of Studies
4. Tab D, Areas of Activity

W. A. B.



DRAFT

Proposed Studies  
Pertaining to  
Parallel and Duplicatory Functions and Projects

1. Major Studies:

- a. Industrial Production (Coal, Communications Equipment, Chemicals, Fertilizer, Fishing Equipment, Food Processing, Small Industries, Mining, Petroleum, Research and Standards, Shipbuilding, Transportation Equipment, Wood and Pulp Products).
- b. Surveillance of media of Information and Entertainment (Press, Publication, Motion Pictures, Theatres, etc).
- c. Japanese Finance (Budget, Financial Institutions, Financial Transactions, Foreign Exchange, Internal Revenue).
- d. Procurement (Imports, Domestic).
- e. Foreign Property and Investment (Regulatory Controls, Restoration of Rights, Individuals).
- f. Exports (Programming Production, Transactions, Promotion, Exchange Controls).
- g. Transportation (Urban, Interurban, Water, Communications).
- h. Statistics and Reports (JG reports, CA reports, SCAP reports).
- i. Reproduction and Printing (Reports, Forms, etc).
- j. Files and Records.
- k. Central Planning (Objectives and Status, Economics, Finance, Allocation).

2. Minor Studies:

- a. Foreign Affairs (Diplomatic relations, Administrative relations, Entry and Exit of Personnel).



- b. Flood Control (Materials, Measures, Supervision).
- c. Public Works (Materials, Construction, Streets and Highways, Harbors).
- d. Legislation (Diet, Constitutionality, Appropriateness).
- e. Population (Census, Health and Welfare, Agriculture).
- f. Nutrition (Food requirements, Health and Relief, Distribution).
- g. Social Security (Working conditions, Unemployment, Pensions).
- h. Civil and Criminal Jurisdiction (Occupation Courts, Foreign Nationals).
- i. Patents & Copyrights (Restoration and New registration).
- j. Navigational Aids (Air, Water, Harbor).
- k. Civil Service (System, Staffing of Ministries).
- l. Organization of JG (Major organization, Ministries and Bureaus).
- m. Personnel Administration (CPS - Staff Sections).
- n. Motor Pools (Possible consolidation).



STATUS of STUDIES PERTAINING  
TO  
PARALLEL and SUPPLICATORY FUNCTIONS and PROJECTS

<u>Major Studies</u>	<u>Status</u>	<u>Estimated Savings</u>
1. Industrial Production ESS - NRS*	Included in NRS paper submitted to C/S, recommends responsibility to ESS.	(17)**
2. Surveillance of Media of Information and Entertainment CIE, CCD, ATIS	Completed by elimination of CCD and elimination of ATIS Press Translations - responsibility now in CIE.	22 ATIS 75 CCD
3. Japanese Finance ESS/Fin, ESS/IR, all sections	Internal ESS delineation completed; substantial improvement between ESS (primary responsibility) and other sections. Remaining action must await relaxation of controls.	20
4. Procurement ESS/FTC, GPA, G-4 ESS/Tex	Internal ESS delineation on procurement of imports improved; GPA has been eliminated; ESS/Textiles was eliminated. Action required substantially complete, unless major steps to reorganize GHQ are taken.	10
5. Foreign Property and Investment ESS, FIB, CPS, LS	Needs clarification and simplification of procedures.	(5)
6. Exports ESS/PS, ESS/FTC, ESS/Tex ESS/Ind, ESS/BFE	Internal ESS delineation completed, Textiles Division has been eliminated.	10
7. Services (Trans, Comm, Util) ESS/UP, CCS, CTS	Under present organization, delineation substantially complete. If CCS, CTS and ESS/Util were combined, further savings could be made.	(10)
8. Statistics and Reports all sections	Not completed. Sections still prepare any reports they desire. If effective controls were established, major savings possible.	(50)
9. Reproduction and Printing all sections	Survey of AG and FEC Printing Plant resulted in savings indicated. Additional savings possible in conjunction with 8 above.	57 (15)

\*In process.    \*\* ( ) - Action not completed or not begun.  
w/o ( ) - Completed actions.



<u>Major Studies</u>	<u>Status</u>	<u>Estimated Savings</u>
10. Files and Records all sections*	Survey for establishment of a central SCAP records repository has been performed by AG and is being finalized.	(20)
11. Central Planning DC/S SCAP, Special Committees, Visiting Experts, all sections	A Central Planning Group reporting to DC/S SCAP to continually study objectives, status of missions, economics, finance, reorientation, reeducation, etc., has been under consideration but not yet been completed.	---
<u>Minor Studies</u>		
1. Foreign Affairs (travel and foreign liaison) G-1, G-2, DS, ESS, CIE	Completed, with savings as indicated. (Foreign Liaison from G-2 to DS; travel functions from ESS, CIE and G-1 to AG.)	10
2. Flood control CTS, ESS, NR	Completed, with no savings. NR has responsibility.	---
3. Public Works ESS/Lab, ESS/Ind, CTS, PSD/G-2	Further relaxation of controls will probably make further delineation unnecessary.	---
4. Legislation LS, GS and all sections	Duplication of effort can be resolved by relaxation of controls by all sections over legislation.	(7)
5. Social Security ESS/Lab - PH	Delineation between PH and ESS found satisfactory.	---
6. Civil and Criminal Jurisdiction JA, LS	Delineation between JA and LS could be improved.	(1)
7. Patents and Copyrights CPS, CIE, ESS	Has been completed, primary responsibility to ESS 1 July, then dropped 1 Jan 51.	5
8. Civil Service and Organ- ization of JG GS, all sections	Relaxation of controls needed to eliminate duplication.	(5)
9. Personnel Administration CPS, all sections	Some improvement has been made by reducing amount of personnel administration in sections; further clarification could provide minor savings in application of manpower, but would not result in material saving of spaces.	---

\*In process.



<u>Minor Studies</u>	<u>Status</u>	<u>Estimated Savings</u>
10. Motor Pools Hq Comdt, CIE, ATIS, TID	Further consolidation of GHQ motor pools under Hq Comdt would provide savings.	(20)



CENTRAL PLANNINGObjectives and Status

## D C/S SCAP

Coordinates plans and recommendations originating with individual sections. Plans and recommendations are developed largely on the basis of "limited area" studies at Division or Branch level of sections and processed upward. D C/S SCAP is not supported by a top planning group with over-all perspective to make plans and programs which can be passed down to sections and divisions for implementation.

## Committees

Various committees have been appointed (Functions and Controls Committee, Relaxation of Controls Committee) for review of the missions and functions of SCAP and make recommendations thereon.

## Staff Sections

Reliance is placed almost entirely on sections as to detailed definitions of objectives, measuring the effectiveness of programs, and reporting on the status thereof. No over-all status reports are prepared as a regular procedure giving the status of attainment of occupation objectives.

## Visiting Experts

Advise individual SCAP sections on programs and projects. The advice, however, may or may not fit into the over-all objectives.



AREAS OF PARALLEL AND DUPLICATORY ACTIVITIES  
SCAP AND FEC SECTIONS

AREA OF ACTIVITY

FUNCTIONS

GOVERNMENT AND LEGAL

Foreign Affairs

- G-1 Approves all applications for entry and exit of personnel.
- G-2 Performs limited security clearances on personnel entering or leaving Japan. Handles administrative actions between foreign missions and SCAP or JG.
- DS Clears diplomatic personnel for entry or exit. Acts for nations having no diplomatic relations with Japan. Handles diplomatic matters between foreign missions and SCAP or JG.
- ESS Approves entry of commercial personnel. Handles commercial matters between foreign missions and SCAP or JG.
- GPC Performs liaison and supervisory functions for reparations (RTAC) and restitution (RAC) personnel of foreign nationality.
- G-4 Logistic support to foreign missions, reviews entry clearances for logistic implications, establishes policy for commercial airlines.

Jurisdiction, Civil and Criminal

- G-1 Establishes regulations on civil and criminal jurisdiction of foreign nationals in Japan.
- LS Supervision and review of all occupation courts in Japan and determination of jurisdiction of appropriate courts.
- JA Supervision and review of all US occupation courts in Japan, and review of certain war crimes cases tried by LS.



Legislation

- GS Coordination of legislation in process in the Diet in which SCAP sections are interested.
- LS Review of legislation proposed and in process for constitutionality, legality and relation to other legislation.

SCAP SECTIONS-Review of legislation proposed and in process, for applicability to sections's programs and appropriateness.

Personnel (or civil service)

- GS Establishment of competent civil service system in JG.
- SCAP Sections Personnel of Ministries, training, examination and placement in Ministries.

Organization of Ministries

- GS Mission, Functions and Structure and procedures of Japanese Govt.
- SCAP Sections Same for counterpart Ministries.

SOCIAL AFFAIRS

Media of Information and Entertainment

Motion Pictures

- CIE Advises the JG and private organizations on production of motion pictures, particularly documentary films, including advice regarding content, procedures and technical problems. Controls entry of foreign-produced films into Japan, through screening of films.
- CCD Screens motion picture scripts and films, both indigenous and foreign, to ensure no "objectionable" material is included.

Press and Publications

- CIE Advises the JG and news agencies on editorial practices, content of news, and methods of reporting and sponsors SCAP informational



CCD programs. Attempts to educate publishers to adhere to accepted press and reporting practices.

CCD Scans and/or translates press and publications for adherence to the "Press Code" and for intelligence. Issues warnings or admonitions to publishers for minor violations and presents cases of major violations to CIE and LS for possible prosecution.

• Radio Broadcasting

CIE Advises the BCJ on program content, techniques, training of personnel; reviews BCJ proposed programs, observes productions in Tokyo.

CCD Monitors radio broadcasts Japan-wide as a "censorship" control and maintains personnel for possible "alert" measures

Theater

CIE Same as for motion pictures.

CCD Same as for motion pictures.

Nutrition

ESS Performs surveys on levels of nutrition to determine requirements of food imports.

PH Performs surveys on levels of nutrition as a factor in over-all health of the population and to determine requirements of food imports, relief measures, etc.

NR Survey of food retained by farmers and fishermen to ensure adequate food is available to producers and that maximum food reaches distribution channels.

Population

PH Compile, analyze and evaluate data concerning population trends and make recommendations concerning population matters insofar as they affect public health and welfare.



NR Compile, analyze and evaluate data concerning population trends in Japan, make recommendations relative to population problems as they effect the utilization, development and conservation of natural resources.

ESS/PS Compiles, analyzes and evaluates data on population trends as basis for economic programs. Supervises national census.

#### Social Security

ESS/Lab Recommends and advises concerning labor standards, hours of work, rest periods, safety and health standards, employment of women and minors, workmen's insurance, accident compensation, etc.

PH Recommends and advises concerning social security, health, accident and social insurance, vocational training programs for physically handicapped, child welfare, and related matters.

#### PROCUREMENT

##### Imports

NR Recommends import of fishing supplies, mining equipment, fertilizer, and other equipment or raw materials required in production from natural resources. Furnishes statistics as to raw materials which can be produced.

PH Recommends import of supplies and materials for maintaining standards of health in Japan.

ESS/PS Coordinates long-range programs for imports.

ESS/FTC Supervises the purchase of imports, other than textiles, concurrence in all imports.

ESS/Tex Supervises the procurement of raw fibers for textile production.



ESS/Ind Recommends import of raw materials and equipment for rehabilitation of industry and for production for export, concurrence in imports.

G-4 Coordinates procurement of petroleum products for Japan, both civil and military.

ESS/FEF Controls funds available for procurement of imports, concurrence in all imports.

Domestic

NR Supervises JG production and procurement of indigenous food and raw materials (which are purchased by the JG).

G-4 Exercises staff supervision over procurement of indigenous supplies and services for the occupation forces.

GPA Establishes and supervises procurement procedures (indigenous supplies and services for the occupation forces).

8th Army Procurement Procures all supplies and services for the occupation forces from the indigenous economy.

ESS/Ind Supervises JG procurement of critical materials for Japanese industry.

ESS/Tex Supervises procurement of textiles for export.

ESS/Fin Establishes policy and supervises financial transactions involved in JG procurement.

COMMERCE AND INDUSTRY

Exports

ESS/PS Prepares long-range export programs.

ESS/PTC Controls and promotes exports, other than textiles, concurrence in exports.

ESS/Tex Controls and promotes textiles exports.



- ESS/Ind Controls and supervises all production (except textiles) for export, concurrence in export agreements.
- ESS/FEF Controls funds generated by export, concurrence in export agreements.
- NR Stimulates production of raw materials, industrial crops, wood and wood products for export.
- PH Stimulates production of medical and dental supplies for export.

#### Industrial Production

##### Coal

- ESS/UF Supervises the production of coal to ensure maximum production. Supervise the preparation of coking and other industrial coals.
- NR Makes engineering examination of coal fields and mines in Japan, coal washing and treatment plants, and coking installations, make recommendations and implement action to assist in maximizing coal production.

##### Communications Equipment

- ESS Controls allocation of raw materials for the industry as a factor in maximizing production for export.
- CCS Advises the Japanese on design of equipment, supplies, procurement, production, storage, etc., of communications equipment.
- CTS Advises the Japanese railways on design and production of railway communication equipment.

##### Chemicals

- ESS Controls allocation of raw materials; supervises production in chemical industries.
- NR Make engineering examination of metal and mineral mines . . . capable of producing sulfur or sulfide ores, . . . arsenic ore, . . . or potash and phosphate ores . . . Make recommendations and implement



action . . . to assist in maximizing production of minerals and metals.

PH Supervises the production of pharmaceuticals and drugs.

#### Fertilizer

ESS Supervises production of fertilizer and operation of plants.

NR Supervises production of raw materials, makes engineering examination of fertilizer production plants and recommendations to assist in maximizing fertilizer production.

#### Fishing Equipment

ESS Supervises procurement of fibers for production of rope, twine, etc., production of fishing boats; general supervision of production of equipment.

NR Determines requirements for equipment and materials to obtain maximum production, satisfactory processing and preservation of products. Insures action to repair, construct, produce, import and distribute to fishermen equipment required.

#### Food Processing

ESS Supervises Japanese food processing industry (all foods).

NR Makes recommendations and supervises action to improve processing of aquatic products, including sanitary and inspection methods.

#### Small Industries

ESS Supervises and directs surveillance of handicraft and industrial-art commodities.

NR Ensure the development of democratic agricultural cooperative associations and encourage the expansion of industry in rural areas.

#### Mining

ESS Supervises the production, refining, allocation and distribution of



industrial raw materials (See also Coal and Petroleum).

NR Make engineering examinations of metal and mineral mines, and metallurgical plants, make recommendations and implement action to assist in maximizing production of metals.

Petroleum

ESS Supervise the petroleum refining industry, including allocation of crude oil, refining operations, management of plants, etc. Determine requirements for import.

NR Make recommendations and implement action relative to the solution of problems in the petroleum producing industry to assist in maximizing the production of petroleum products from indigenous sources.

G-4 As Area Petroleum Officer (and through the Petroleum Advisory Group) exercises staff supervision on matters pertaining to petroleum for SCAP, the JG, the Japanese economy and the Japanese Petroleum industry.

Research (Scientific and Industrial)  
and Standards

ESS Control of laboratory research; sponsors engineering, chemical, physical and industrial research to improve industrial processes. ESS/ST and /Ind sponsoring standardization.

NR Sponsors research in agricultural pest control, metallurgical research, forest product research laboratories.

CCS Sponsors research in laboratories of Ministry of Communications and in communications industries.

CTS Sponsors research effort in transportation activities, particularly railway equipment.

(CIE) Supervision of laboratories in schools and higher educational institutions.



G-2 Surveillance of laboratories and scientists to obtain technical intelligence and to prevent developments of military nature.

#### Shipbuilding

ESS Control and maintains surveillance over all shipbuilding, including construction and repair of vessels for export.

CTS Makes recommendations concerning requirements for ship construction and maintenance, harbor development and maintenance.

NRS Determines requirements for fishing vessels and takes action to ensure requirements are met.

#### Transportation Equipment

ESS Supervises the production of transportation equipment.

CTS Makes recommendations regarding the use, rehabilitation (and construction or production) of transportation equipment.

G-4 Determines requirements for transportation equipment for the occupation forces (including indigenous equipment).

#### Wood Pulp and Wood Products

ESS Recommends policies and directs surveillance over operation of mills and production of pulp and papers.

NR Compiles, analyzes and evaluates data from Japanese sources relative to the production of wood pulp and paper, recommends measures and establishes standards for wood products manufacture for export.

#### Patents and Copyrights

ESS Controls Japanese patents, entry into Japan of new patents and supervises the Patent Bureau on all patent matters.

CPC Controls the use and protection of foreign owned patents, supervision of restoration of patent rights, (Same for copyrights).



GIE Control Japanese copyrights, entry into Japan of new foreign copyrights, and furnishes technical advice to CPC on restoration of copyrights.

Foreign Property and Investment

FIB Receives processes and passes on applications to purchase property or invest in Japan, and to establish businesses in Japan.

G-1 Approves entry and/or residence in Japan of persons desiring to enter and/or reside to establish businesses in Japan.

ESS Supervises regulatory and legislative aspects of foreign investment, foreign exchange controls, imports and exports, registration of patents consideration of anti-trust and cartels matters.

G-2 Makes security check of persons entering or leaving Japan.

CPC Supervises restoration of property owned before the war by persons desiring to return to Japan.

LS Supervises legislative and regulatory aspects of investment, property rights, civil jurisdiction etc.

NATURAL RESOURCES

Flood Control

NR Supervises surveys and implementing action concerning hydrology, forestation, impounding basins, soil conservation (prevention of erosion), land reclamation, drainage and irrigation, road construction (as flood control measure).

ESS Allocates supplies and materials for flood control purposes.

CTS Supervises construction of roads, highways, bridges (which effect flood control).

PH&W Supervises sanitation measures in flood areas, evacuation of



personnel and welfare matters.

## SERVICES

### Transportation

- CTS Supervises over-all transportation service activities (rail, highway and water).
- ESS Supervises production of transportation equipment, development of city systems (public works) and port facilities.
- CCS Supervises railway express and transportation of mails (Ministry of Communications has its own trucks, bicycles, etc.).
- G-4 Recommends for port operations, development of rail transport as an invisible export.

### Public Works

- ESS Analyzes and coordinates programs for public works and harbor development, housing, industrial and commercial building programs.
- CTS Supervises city transportation systems and harbor development programs.
- PSD/G-2 Supervises and advises on city planning and construction of housing and buildings (fire protection/prevention aspects).

## FINANCE

### Budget

- ESS Exercises over-all staff supervision of Japanese finance and budget matters.
- GS Performs review of Japanese budget prior to presentation to Diet.
- COM Performs review and consolidation to TOW portion of Japanese rights.
- CPC Supervises the preparation of reparation, restitution, maintenance and/or restoration of property portions of TOW budget.



CTS Performs supervision and review of Ministry of Transportation budget.

PH Performs supervision and review of Ministry of Health and Welfare budget.

CIE Performs supervision and review of Ministry of Education budget.

NRS Performs Supervision and review of Ministry of Agriculture and Forestry budget.

CCS Performs supervision and review of Ministry of Telecommunications and Ministry of Postal Affairs budgets.

Financial Institutions (see also Foreign Exchange)

Banks

ESS/Fin Controls operation of foreign and domestic banks.

ESS/PEP Supervises bank operations in foreign trade activities.

Postal Savings

ESS/Fin Establishes policy concerning financial aspects of savings accounts, credit aspects, etc.

CCS Supervises postal savings system in Japan.

Insurance

ESS/Fin Supervises operations of insurance companies and operation thereof.

CCS Supervises postal insurance system in Japan.

PH Supervises social insurance, health insurance programs.

ESS/Lab Supervises unemployment insurance, health and accident insurance.

NRS Supervises crop and livestock insurance.



Internal Revenue (See also Central Planning and Control)

ESS/Fin Advises and assists ESS/IR in establishing internal revenue objectives in connection with ensuring balanced budget.

ESS/IR Establishes internal revenue quotas and directs surveillance of collection of internal revenue.

NR Advises on tax rates levied on farmers as a factor in maximizing agricultural production.

Foreign Exchange

ESS/Fin Establishes policies for foreign exchange controls:

ESS/PEF Controls expenditure and receipt of foreign exchange and supervises the Foreign Exchange Control Board.

ESS/FTC Negotiates import-export contracts involving foreign exchange.

ADMINISTRATION AND MISCELLANEOUSFiles and Records

AG Maintains "Office of Record" for SCAP, for papers signed by AG, approved by Chief of Staff, etc.

SRS Maintains a "reference library" of SCAP documents, JCS, SWNCC-SANACC and FEC documents, SCAPINS, SCAPIN-As, informal memorandums to the JG, staff section reports, correspondence with foreign missions, etc.

GS Maintains complete files for FEC documents, certain JCS, SWNCC-SANACC documents, and directives to the JG.

G-2 Maintains rather extensive files of all types of documents and records, both administrative and intelligence.

SCAP Section All sections maintain duplicatory files of radios, directives, instructions to the JG, etc., extending back to 1945.



Statistics and Reports

- COM Exercises staff responsibility for statistics and reports of all types, but is not yet adequately staffed in this activity.
- SRS Retains an ineffective control over statistics submitted by the JG, and prepares periodic SCAP reports to the DA on basis of information submitted by Staff sections.
- ESS/PS Supervises activities of JG statistics Bureau.
- SCAP Section All sections and ESS/divisions prepare reports in their own areas of responsibility, frequently overlapping into other areas.

Reproduction and Printing

- AG Maintains a centralized point for publications, both mimeograph and printing.
- ESS Maintains rather large reproduction set-up in Programs and Statistics.
- G-2 Maintains an extensive set-up in ATIS for numerous publications.
- SCAP Section Practically all sections of any size have at least one mimeograph machine.

Motor Pools

- HQ Comdt Maintains motor pool for GHQ.
- CIE Maintains a separate motor pool for CIE personnel.
- ATIS Maintains a separate motor pool for ATIS and G-2 personnel.

Navigational Aids

- G-2/PSD Supervising the restoration, rehabilitation and improvement of navigational aids through the Japanese Maritime Safety Service.



- G-3 Has issued instructions to the JG regarding establishment of navigational aids.
- G-4 Has issued instructions to the JG regarding establishment of navigational aids.
- CCS Has issued instructions to the JG regarding navigational aids, particularly in connection with aids to air navigation.
- CTS Works with Japanese in connection with navigational aids in harbor areas and approaches to harbors.
- TS(FEC) Same as above.

Personnel Administration (Civilian

CPS Exercises overall staff responsibility for personnel administration:

G-1/CPD Establishes FEC personnel administration policies, GHQ approval of emergency leaves, administration of the Visiting Expert program, etc.

All Sections - Maintain personnel administration staffs which overlap in activities the responsibilities of CPS.



2 May 1950

MEMORANDUM FOR: General Beiderlinden

SUBJECT: Plan for Developing Recommendations on the Reevaluation of Missions and Functions of the SCAP Organizations.

1. Inclosed proposed memorandum to General Hickey outlines the following steps considered essential for completing the studies directed by the C/S, as follows:

- a. Relaxation of controls data (assigned to General Fox).
- b. Duplicatory and Overlapping Activities data (G-1 report is Incl 1).
- c. Establish tentative ceiling for budget purposes (MOM/L to brief the Committee verbally on this).
- d. Obtain necessary mission, function, project and manpower application data from sections (Incl 4 is proposal to accomplish this).
- e. Prepare draft report on each section, at rate of 4 per week.
- f. Committee review reports as submitted (in hearings if necessary) on Monday, Tuesday, Thursday and Friday afternoons (one per day).
- g. Upon completion of all reports, prepare an over-all summary report.

2. Approximately 25 separate reports will be required. MOM/L considers that one report per week per person is the maximum schedule which can be met, but that to assure an even flow of reports to the Chief of Staff and to permit the committee to schedule other work, projected hearings 4 afternoons per week of the committee should be made. In some instances, it may be possible to schedule two simple reports in one afternoon.

3. MOM/L has the following personnel available for these studies and normal flow of work: Doyle, Tropp, Rodekuhr and Pruett. To meet the schedule recommended, 3 additional persons for approximately 4 weeks are required, for which the following names are suggested:

1. Edmond C. Hutchinson, ESS)  
Arthur M. McGlaufflin, ESS) 1 of the three  
John W. Harrison, ESS )
2. Mr. H. Palmer, CCS
3. Mr. Paul Kohl, ATIS

4. In addition, the services of CPS classification analysts should be available when required; and one shorthand reporter and one clerk-steno should be made available to MOM/L for approximately 5 weeks.



5. Recommend that:

- a. Attached be approved for submission to General Hickey.
- b. Upon approval of procedure contained therein, paragraph 3 and 4 above be approved.

L. B. R.