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INSTRUCTION SHEET FOR EFFICIENCY RATINGS

I

A. TYPES OF RATINGS

1. REGULAR RATINGS. Regular efficiency ratings will be given every employee six months from date of EOD or date of last position change and all employees as of 31 March, except when an employee has served less than six months in the position of current service, grade or class, as of that date.

a. FORMS. Forms will be prepared by Civilian Personnel Section, GHQ, SCAP, for each employee when a rating is due and will be forwarded to the operating unit for completion. Ratings will be prepared in duplicate on Standard Form No. 51 and will be returned promptly to Civil Affairs Section, GHQ, SCAP, APO 500, Attn: Personnel Division.

b. RATING INSTRUCTIONS. A summary of rating and reviewing instructions is given below. For detailed information, including an explanation of each element on Standard Form No. 51, refer to the "Rating Officials Guide" booklet. Copies of this booklet have been furnished each supervisor.

c. RATING AND REVIEWING OFFICIALS. The Rating Official will be the employee's immediate supervisor. The Reviewing Official will be the supervisor highest in line of authority above the Rating Official who has personal knowledge of the general performance of the employee to be rated.

2. ENTRANCE RATINGS. The Civil Service rules concerning efficiency ratings have recently been changed to require a new kind of efficiency rating called an "ENTRANCE" rating. If an official rating for a graded job has not been given, the employee automatically has an "entrance" rating of "good". If an official rating has been given while serving in one job and the employee is then promoted, reassigned, or transferred, or changed to lower grade, the entrance rating in the new job will be the same as the last official rating in the old job, except that if the old rating was "unsatisfactory" the entrance rating will be "fair". Entrance ratings are official ratings and they are used to determine eligibility for step increases and retention credits in a reduction-in-force.

3. ADMINISTRATIVE UNOFFICIAL RATINGS.

To facilitate the preparation of regular ratings by officials who have not had supervisory jurisdiction over employees during the entire rating period, an administrative unofficial rating should be prepared:

a. Each time an employee is moved from his assigned position to a position of the same service, class and grade under the supervision of a different rating official.

b. Each time a rating official relinquishes his supervision over employees to another official.

c. This section is required to transmit an administrative unofficial rating to the employee's new unit when he is transferred or

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reassigned to a position of the same service, class and grade. This rating form, upon receipt, will be transmitted by checknote to employee's new section. No record of the administrative unofficial rating will be retained in this section.

d. Administrative unofficial ratings prepared by a departing rating official, reflecting his evaluation of work performance during the period of supervision, should be turned over by him to this successor.

e. Administrative unofficial ratings need not be discussed with nor signed by the employee being rated.

II

A. RATING OFFICIALS' INSTRUCTIONS.

1. You, as a supervisor, are required to evaluate the services of an employee for specified periods of time. Ratings should be based on performance in the position occupied. Your objective in rating is "How Well A Man Does A Job". The efficiency rating is not an evaluation of the employee, but of his work performance.

2. Since efficiency ratings are an important factor in the consideration of proposed personnel actions and are part of the permanent records of employees, each employee should thoroughly understand his rating. In fact, the effectiveness of supervision and the success of the work program depend upon a thorough understanding between the supervisor and the employee concerning the duties assigned, the performance requirements, and methods of attaining the desired performance. Frank discussions on these subjects should be held whenever necessary in order to develop and maintain the efficiency of every member of a working unit; if this has not been done during the rating period, it may be done during the preparation of the rating, before the rating is submitted to the reviewing official, after the rating has been completed and passed upon by the reviewing official, or after it is approved by the efficiency rating committee. In any case, it should be done before the employee receives a cold, formal, unexplained notice of his rating.

B. RATING ELEMENTS.

1. The efficiency rating form is designed for rating a considerable variety of positions in the Federal service. Accordingly, no job will require rating on all elements. The particular points on which the employee is rated, are those which are REQUIREMENTS OF THE POSITION HE FILLS.

2. The items stamped in red have been selected by the Efficiency Rating Committee as the elements usually pertinent to respective positions. Out of these pertinent elements you are to select those which are ESPECIALLY IMPORTANT in the particular job you are rating. UNDERLINE THOSE ESPECIALLY IMPORTANT ELEMENTS. At least one-third of the pertinent elements must be UNDERLINED, to afford an adequate basis for applying the standard at the bottom of the Standard Form No. 51.

3. If the selected elements do not cover the position which you are rating, or if you disagree with the choice of elements, you may add or

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change as many as you desire and explain the reason for deviation on the reverse of the efficiency rating form.

C. RECORDING OF EVALUATION.

1. THE RATING MARKS are plus (+), check (✓), or minus (-).

a. If the employee's performance in the particular element being rated is that which would reasonably be required, mark with a check indicating adequate performance.

b. If the employee's performance is distinctly better than that which should be reasonably required in that particular element, mark with a plus, indicating outstanding performance.

c. If the employee's performance is below that which should be reasonably required in that particular element, mark with a minus, indicating weak performance.

d. NOTE, THE WORD "REASONABLY" IS YOUR KEY.

2. "To assure a full and mutual understanding of each employee's relative proficiency in terms of the requirements of his official position, the rating official will discuss performance in terms of the element pattern fully and frankly with each employee, except where an employee may be on extended leave or travel status throughout the period in which the rating must be prepared". (CPR 95.1-2) As verification of compliance with this regulatory requirement, THE EMPLOYEE'S SIGNATURE AND DATE OF INTERVIEW WILL APPEAR ON THE REVERSE SIDE OF THE SF-51, INDICATING THAT EFFICIENCY RATING HAS BEEN DISCUSSED, OR, IN THE EVENT THE EMPLOYEE IS ON LEAVE STATUS, THE RATING OFFICIAL WILL SO INDICATE ON REVERSE SIDE OF SF-51.

3. Apply the standard at the bottom of Standard Form No. 51, which determines adjective ratings. Insert adjective rating in space designated "Rating Official".

4. IF THE ADJECTIVE RATING IS "FAIR" OR "UNSATISFACTORY", REFER TO THE PARAGRAPH ON "FAIR OR UNSATISFACTORY RATINGS", IN PART IV-A OF THESE INSTRUCTIONS.

5. Sign your name, insert your title, and date the rating in the space provided at the bottom of the form.

6. Refer the rating to the Reviewing Official.

7. Rating and reviewing officials are required to sign both sides of the form, in duplicate.

A. REVIEWING OFFICIAL'S INSTRUCTIONS.

1. As reviewing official, it is your responsibility to see that the ratings given employees under your supervision are just and equitable.

2. Discussion of Rating Process. Wherever possible, the elements

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involved in the rating should be discussed with the rating officials prior to preparation of the forms to insure a more uniform conception of the rating standards. "The Rating Officials Guide" booklet. may be used, as a basis for those discussions.

3. Consideration of Rating. After receiving the rating forms from the rating official, examine them by grade and class using the following check list taken from Chapter E1-17 of the Federal Personnel Manual:

a. Has the space at the top of the form been checked to show whether the rating is regular?

b. Do the dates filled in at the top of the form show the exact period of time considered in the rating?

c. Do the classification symbols and office designation show the employee's current status?

d. Has the block on the right-hand side of the form been checked to indicate whether the position of the employee is or is not of an administrative, supervisory, or planning nature?

e. Have all the especially important elements in the position been underlined?

f. Has the administrative, supervisory, or planning employee been rated on all elements pertinent to his position whether in italics or not?

g. Has the "all others" employee been rated on all pertinent elements not in italics?

h. Has the question in element 13, "Is mark based on production records",been answered with "Yes" or "No"?

IV

A. FAIR AND UNSATISFACTORY EFFICIENCY RATINGS.

1. Whenever a supervisor (rating official) determines that an employee's performance is properly rated as Fair or Unsatisfactory, he will prepare a letter to the employee, showing specifically:

a. How his performance fails to meet standards

b. How he might improve

c. That he has the opportunity to bring about such improvement

d. That he will receive a Fair or Unsatisfactory rating if his performance does not improve to meet the required standards.

The letter, in duplicate, will be submitted to the reviewing official for review and approval. If approved, the original of the letter will be given to the employee; the copy will be forwarded to Civil Affairs Section,

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Personnel Division and thence to Civilian Personnel Section, GHQ, SCAP, No Fair or Unsatisfactory Efficiency Rating should be processed to final approval or recognized as an official rating by any rating official, reviewing official or efficiency rating committee unless there is substantial evidence that the employee concerned was given a warning by the supervisor IN LETTER FORM at least three months and not more than six months in advance, unless person falls in category of 4 or below.

2. Subsequently, on receipt of SF 51 from Civilian Personnel Section, the employee's work performance will be evaluated and SF 51 will be completed. If it is determined that the actual rating as reflected upon completion of the efficiency rating form is Fair or Unsatisfactory, the warning letter previously issued the employee will constitute authority for the official rating. Upon receipt, the Civilian Personnel Section will attach the 201 file copy of the warning letter to the efficiency rating form and forward to Efficiency Rating Committee for final approval.

3. For efficiency ratings due during March, April or May 1950, it will be necessary to issue the warning letter upon receipt of this procedure, and a copy of the letter along with both copies of SF 51 will be forwarded to Civilian Personnel Section to be held in abeyance until the 90-day period has expired, or one month period as in paragraph 4 below. The Civilian Personnel Section will then send back both copies of the completed rating of Fair or Unsatisfactory along with two additional blank copies of SF 51 in order for the rating official to re-rate subject employee for the entire period including warning time. If the efficiency rating stands as a Fair or Unsatisfactory, the new rating will be forwarded to the Civilian Personnel Section and referred to the Efficiency Rating Committee for final decision.

4. In cases where a shorter period than three months is determined by the rating official to be sufficient to demonstrate improvement in work performance, the period between the warning and the Fair or Unsatisfactory rating may be less than three months, but in no case less than one month.

5. The following or similar statement of warning interview must be attached to all Fair or Unsatisfactory ratings at the time of submission to Civilian Personnel Section for efficiency rating action:

An interview was held on (date) with (name of employee) to discuss weaknesses in (his or her) work performance and to suggest means of improvement. (He or she) was informed that failure to show satisfactory improvement within (three months) (one month) from this date would result in a (Fair) (Unsatisfactory) efficiency rating.

_____
SUPERVISOR'S SIGNATURE AND TITLE

_____
EMPLOYEE'S SIGNATURE

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6. Whenever favorable certificate of satisfactory service and conduct for periodic within-grade salary advancement is issued for an employee who previously has been given the warning, such certificate in effect cancels the warning, and no Fair or Unsatisfactory rating shall be assigned in connection with such warning.

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Rating Official's GUIDE

To All Supervisors

Do you use the uniform efficiency rating system approved by the U. S. Civil Service Commission?

If so . . .

READ THIS CAREFULLY

It affects you and your employees.

EFFECTIVE JANUARY 1, 1944

FILE FOR FUTURE REFERENCE

Form No. 3823A—June 1945

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"If we except the light and the air of heaven, no good thing has been or can be enjoyed by us without having first cost labor. And inasmuch as most good things are produced by labor, it follows that all such things of right belong to those whose labor has produced them. But it has so happened, in all the ages of the world, that some have labored, and others have without labor enjoyed a large proportion of the fruits. This is wrong, and should not continue. To secure to each laborer the whole product of his labor, or as nearly as possible, is a worthy object of any good government."

A. LINCOLN.

NOTE: The "whole product of labor" must be known before a proper award can be made.

To All Supervisors . . .

You serve your government. How well do you do it?

Your subordinates have jobs! How are they doing?

Do you know? You must! It is your job to know.

Your organization wants to know and your subordinates want to know. They look to you for this information. It is your responsibility to tell them!

Should each of you do this in your own way? Perhaps so. But there are so many of you that the results could not be used methodically. Even though no one way will be entirely satisfactory to all, one way must be followed by all—a way that is logical, a way that will give consistent results so they may be given the same meanings which, when used, will give fair treatment to all.

That is why instructions in how to rate the work performance of employees have been prepared. That is why you are asked to read the instructions, to know them, and to use them. They tell you how to rate work performance under the uniform efficiency rating system—the system worked out with the assistance of all Government departments and agencies and approved by the Civil Service Commission to be used throughout the Federal service.

For sale by the Superintendent of Documents, U. S. Government Printing Office Washington 25, D. C.
Price 5 cents

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Do this! Tell your employees how they are doing.

How you go about it!

Don't argue; don't dominate; just tell frankly and honestly what is required of the employee in his job and how he is meeting the requirements. Tell him what he ought to know, not what he would like to hear, and make suggestions for improvement. Also, listen to him, he may have some suggestions or facts that will interest you. Discuss his work performance, also his efficiency rating.

Prrpare for the interview.—Jot down the points that make you feel the way you do about the employee. Relate them to the efficiency rating. Have illustrations or factual data ready. Try to arrange for privacy during the interview. Don't set a time limit of less than 15 minutes—the interview should not be under pressure.

The interview.—Put the employee at ease. Discuss the values of such an interview to you and to him. Discuss *his* job, *his* work performance and *his* efficiency rating. Give praise where deserved and criticize straightforwardly and constructively. Let the employee know where he stands. Above all, do not force the employee to agree with your evaluations of his work performance. Explain things because most grievances or appeals are due to a lack of understanding rather than a disagreement as to facts. Be honest, frank, judicial. Face the facts but show a sincere interest in the employee's problems. Let the employee speak freely, ask questions, and make suggestions. Do not argue with him, but answer his questions, help him analyze his problems, suggest several possible solutions, and offer to help in carrying them out.

Conclude the interview.—Tell the employee to think about what he has been told and to come back if he wants to discuss certain things further, that you are ready to help him.

When you do it!

As often as possible. Find time for it. If you haven't done it during the rating period, by all means do it before he receives a cold, formal, unexplained notice of his efficiency rating.

Why you do it!

Every employee, yourself included, should know at all times where he stands, how he is doing. Such knowledge encourages greater effort and efficiency. Employee interviews, if done properly, lubricate the machinery and make the organization run smoother because they reduce friction and irritation. They also create confidence that your attitudes and judgments are unbiased and fair.

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Do this!	**Fill in or verify entries in heading of rating form.**
How you go about it!	Name—Check with a list of employees, if necessary. Indicate by check mark in the blanks on the top of the form whether the rating is regular, probational or trial period, or special. Ratings made under administrative instructions for other purposes should be checked "Administrative-Unofficial." A regular rating is made as of March 31. It is an official rating made for all who are not serving a probational or trial period and who have worked in the agency at least 90 days in the grade of the position held on that date or, when such coverage is not practical or feasible, it may be made if the employee has worked at least 90 days under the rating official. A probational or trial-period rating is made 60 days prior to the end of the probational or trial period. It is an official rating. No "Regular" (March 31) rating is made during the probational or trial period of an employee. A special rating is made when there is no appropriate current official rating and one is needed for an official action. A special rating is official for all purposes even though it is for less than 90 days. *Classification symbols and title of position.*—Enter official designations. Check with available official records, if necessary. Period from .... to ....—Refer to employee's personnel records. Regular rating—from April 1 to March 31 or as much of this period as employee was on active duty (at least 90 days) under the conditions stated above. *Probational or trial-period rating.*—From the beginning of the period to 60 days before the end of the period. *Special rating.*—Indicate the period that the employee served in the agency in the position held on the date the special rating is made. *Organization in which position is located.*—This is a matter of general knowledge. If in doubt, check with organization charts or with head of unit.
When you do it!	Do it before you start to rate—as soon as you get the efficiency rating forms. It should be completed before the end of the period covered by the rating.
Why you do it!	To identify employee. To indicate kind of rating. To identify employee's position. To indicate the period of service to be considered in rating work performance. To indicate the place of the position in the organization structure.

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Do this!	**Select or verify the efficiency rating elements pertinent to the position.**
How you go about it!	Think of the different positions or arrange rating forms according to classification grade and class; for example: Stenographers CAF-2 separate from Clerks CAF-2. Think of the employee's position. Refresh your memory of the position's intended scope, duties, and responsibilities by reading again the official job description and by referring to assignments. Determine whether the position is or is not administrative, supervisory, or planning. Decisions are indicated by placing a check mark in one of the two boxes at the upper right-hand side of the rating form. The elements in italics are to be used for rating administrative, supervisory, and planning functions in the position. The elements not in italics are to be used for rating other functions whether in administrative, supervisory, or planning positions or in other types of positions. Become familiar with the various elements on the rating form. You will find on the last few pages of this material some information that will assist you in doing this. REMEMBER THE ELEMENTS HAVE MEANING ONLY IN REFERENCE TO A PARTICULAR POSITION. Select the elements, and only those elements, that are pertinent to the position. The elements used should be the same for like positions. In some cases, the efficiency rating committee will have suggested the elements. If you have any disagreements with the suggested selections, check with the committee. If you are working on the forms and you feel that additional elements are pertinent, encircle the element number in red ink, or if any suggested element is not pertinent, cross out its number in red ink. Changes should be made uniformly for like positions. These changes should be cleared, if possible, with the committee. The committee will see them anyway when it reviews your ratings for approval.
When you do it!	The best time to do this is in time for the employee to know, close to the beginning of the rating period, which elements are going to be considered in rating his work performance during the coming period. If it hasn't been done at the beginning of the rating period, it should receive attention as soon as the rating forms are received. If it has been done at the beginning of the rating period, make sure the employee's position hasn't been changed before you use the elements for rating at the end of the period.
Why you do it!	The efficiency rating is not an evaluation of the employee but of his work performance. The work performance is measured by the yardstick of reasonable job requirements. Job requirements must be related to activities found in the position. In other words, a charwoman should not be rated on her effectiveness in meeting and dealing with others because, regardless of how effective or ineffective she might be in this respect, this activity is not found in that position.

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Do this!	Select or verify the efficiency rating elements that are especially important in the position.
How you go about it!	Think of the principal reasons for the position's existence. What are its primary objectives? Then determine which of the efficiency rating elements that are pertinent to the position are vital to those reasons and primary objectives. These ordinarily are the especially important elements. For example, in a position of field representative, effectiveness in meeting and dealing with others relates to the principal reasons and primary objectives of the position and would be an especially important element. Not all pertinent elements are especially important. You indicate the especially important elements by underlining them on the rating form. They should be the same for like positions. In some cases, the efficiency rating committee will have suggested the especially important elements. If you have any disagreements with the suggested selections, check with the committee. If you are working on the forms and you feel that additional elements are especially important, underline them in red ink, or if any should not have been underlined, cross out the underlining in red ink. Changes should be made uniformly for like positions. These changes should be cleared, if possible, with the committee. The committee will see them anyway when it reviews your ratings for approval.
When you do it!	At the same time the pertinent elements are selected or verified.
Why you do it!	The especially important aspects of work performance should be given greater weight than is given to the other aspects in determining the efficiency rating.

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Do this!	**Record your evaluations of the employee's work performance in connection with each efficiency rating element that is pertinent to the position.**
How you go about it!	Allow sufficient time for making your evaluations so that the rating will reflect careful deliberation and sound judgment. Compare the performance of the employee with the requirements of the position he is in on the rating date for each of the elements pertinent to the position. Record your evaluations by making plus (+), minus (−), or check (✓) marks. Mark an element with a check if the employee's performance is adequate—is what should reasonably be required in that kind and level of work. Mark with a plus if his performance is outstanding—is distinctly better than what should reasonably be required in that kind and level of work. Mark with a minus if his performance is weak—is below what should reasonably be required in that kind and level of work. Ratings made by other supervisors under whom the employee worked in positions of the same grade may be given to you for consideration. They supply missing information regarding the employee's performance. They are made and given to you to assist you, not to control you, in making proper evaluations. Logically then, the markings on the elements are more significant than the final summary efficiency rating. After marking all pertinent elements, carefully review your markings for accuracy of evaluation.
When you do it!	Start immediately at the end of the rating period. Allow a day or two to go by after you have marked the elements before you make your review. The recording of evaluations on the elements should be completed within a week after you start.
Why you do it!	In this step, you tell your organization and your employee what they want and have a right to know—how the job is being done. In this step, you provide the basis for the efficiency rating and inspire confidence that the rating reflects facts of performance rather than personal bias or favoritism. These evaluations can serve to guide the direction of future training, placement, transfer, and promotion to higher-grade positions.

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Do this!	Determine the adjective efficiency rating.
How you go about it!	The evaluations with respect to each of the elements used are consolidated into an adjective efficiency rating by following the "standard" found on the rating form. It is to be noted that the markings on the underlined (especiallv important) elements are given more consideration than the others used. The standards for the adjective ratings of "Good" and "Fair" call for the use of judgment in determining whether minus marks are overcompensated by plus marks. Your judgment should not be based on the theory that one plus mark balances a minus mark. Rather, you must consider the kind and level of position and determine the relative importance of the items marked plus and minus. If you have for consideration any ratings made by another supervisor covering performance in a position of the same grade, do not mechanically or mathematically consolidate, average or combine them with your rating—consider them in the process of making your rating. The standard will give proper results in the great majority of cases. Where its use does not give a proper adjective rating, deviations from the standard are permissible but have to be explained on the back of the rating form. Deviations may be permissible when the employee's performance is so outstanding in certain especially important respects that it completely overshadows the inadequacies. They are also permissible when the employee's performance is so defective in certain respects that it nullifies his performance in all other respects. Write in the adjective efficiency rating in the blank space provided for the Rating Official.
When you do it!	As soon as you are satisfied that the element evaluations are correct, that is, they properly reflect the work performance as measured by the reasonable requirements of performance in that kind and level of position.
Why you do it!	The adjective efficiency rating completes the picture of the employee's work performance. Its determination takes into account the inadequacies of the efficiency rating system which reduces to a method what is by its nature a judgment process. The adjective efficiency rating is used in such formal actions as salary advancement, reduction in force, salary reduction, and dismissal for inefficiency

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Do this!	Check your work.
How you go about it!	Assemble the rating forms and arrange them according to classification grade and class; for example: Stenographers CAF–2 separate from Clerks CAF–2. Review all the ratings, comparing the rating of each employee, one with the other, within each class and grade (for instance, all Clerks CAF–2) for the purpose of making sure that: 1 You have maintained the same reasonable requirements of work performance; 2 You have not been influenced by such personal considerations as personal loyalty, sympathy, friendship, or prejudice; 3 You have not allowed your rating to be influenced by instances of success or failure in the elements of the job that are not typical of the employee's general performance; 4 You have used correct judgments in your rating regardless of whether others might say that you have rated liberally or conservatively; 5 You have not considered length of service in your ratings; 6 You have not been influenced by the employee's previous regular rating; 7 The rating form is complete in all respects.
When you do it!	Immediately after you have rated the work performance of all employees under your supervision.
Why you do it!	The rating of work performance is not a responsibility that can be taken lightly. Too much depends upon it. If the ratings are not fair to all employees or to the agency in which they work, the actions based on the ratings will not be fair to all employees or to the Government agency.

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Do this!	**Sign and date the report and give it to the reviewing official.**
How you go about it!	On the blank spaces at the bottom of the rating form after the words "Rated by," write legibly in ink your name, your title, and the date of your signature. Then give the ratings to your immediate supervisor who will either be the Reviewing Official or will transmit them to him. If there is no one who fits the description "the supervisor highest in line of authority above the rating official who has personal knowledge of the general performance of the employee to be rated and of the standards of performance of the unit in which the employee is assigned as compared with standards in other units," submit your ratings directly to the efficiency rating committee or the person who gave you the rating forms.
When you do it!	After you are satisfied that you have rated work performance properly and are willing to stand behind your judgment. The whole job of efficiency rating for all your subordinates should be completed within 10 days or 2 weeks after you have received the rating forms.
Why you do it!	A supervisor is required not only to make judgments but also to stand behind them. The responsibility for the part he plays in the whole process must be definite and a part of the record.

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Basic Principle: If it isn't required in the position, it should not be used

Efficiency rating element	*Type of function or activity to which the element applies*	*Type of matters to be considered in rating work performance if the element is used*
1. Maintenance of equipment, tools, instruments.	Handling or using appliances, machinery, tools, as in toolkeeper, truckdriver, machine operator positions.	Keeping in good working order, cleaning, oiling, making minor adjustments. Using proper care in handling or storing. Notifying when repairs are necessary. Preventing breakage or loss.
2. Mechanical skill.	Making or repairing in a mechanical trade as in plumber, carpenter, automobile mechanic, electrician positions.	Knowing how to handle tools of the trade. Knowing the "tricks of the trade." Knowing what needs to be done and having the the necessary skill to do it.
3. Skill in the application of techniques and procedures.	Having individual responsibility for following prescribed and established methods, as in statistical clerk, laboratory technician, and bookkeeping positions—does not involve creation of methods. (Not applicable to trainee types of positions where employee is in process of learning the methods.)	Doing things in proper order. Following directions. Knowing which method to use in different cases. Understanding the methods.
4. Presentability of work (appropriateness of arrangement and appearance of work).	Having responsibility for preparing visible work products where employee has at least initial control of arrangement or appearance, as in positions involving the making of statistical tables, reports, forms, maps, and designs, or the typing of correspondence.	Neatness, orderliness of work product. Logical arrangement related to its use. Legibility. Balanced appearance.
5. Attention to broad phases of assignments.	Having responsibility for considering matters beyond the scope of the particular work assignments, as in positions involving determination of content of important letters, carrying on investigations, designing forms, recommending or determining courses of action.	Understanding objectives, interrelationships, and effect on other activities and the whole program and avoiding or working out inconsistencies or conflicts. Restricting or expanding particular assignments to desired scope and application. Maintaining perspective and coordinating work with the whole program.
6. Attention to pertinent detail.	Doing work involving many details or points to be remembered and having responsibility for taking care of them.	Noticing and taking care of details, small matters, fine points. Looking out for and catching errors. Avoiding waste. Taking safety precautions.
7. Accuracy of operations.	Having responsibility for accuracy in work operations where the employee does not produce and is not responsible for the whole work product.	Precision or exactness of work. Spoilage, damage, or loss due to inaccuracy.

Basic Principle: If it isn't required in the position, it should not be used

Efficiency rating element	*Type of function or activity to which the element applies*	*Type of matters to be considered in rating work performance if the element is used*
8. Accuracy of final results.	Having responsibility for accuracy of a whole work product which employee has produced and for which he is, at least initially, responsible.	Exactness with which the work product meets the purpose for which intended. Freedom from inconsistency. Usefulness of product.
9. Accuracy of judgments or decisions.	Having responsibility for correctness of courses of actions determined or interpretations made where freedom of choice or discretion is involved.	Fitness of action taken. Soundness of suggestions, recommendations, interpretations, decisions. Foresight—anticipating changes in conditions or probable events. Logical reasoning and analysis. Recognizing factors involved and giving proper weight to them. Extent to which judgments are adjusted, reversed or reviewed.
10. Effectiveness in presenting ideas or facts.	Expressing ideas or facts in official writing such as memoranda, letters, reports, briefs, and manuscripts, or orally through discussions or speeches.	Creating and keeping interest. Fitting language to different objectives and circumstances. Choice and use of words. Exclusion of irrelevant matter. Development of subject to its conclusion. Emphasis. Mannerisms.
11. Industry.	Applying time, interest, and energy to duties and responsibilities, particularly in positions where employee is not under such close supervision that it is the responsibility of the supervisor to see that the employee is fully occupied.	Concentrating on work. Getting down to work and working steadily. Spending time but not working. Visiting and gossiping with others, wasting own and their time. Taking care of personal business or occupying himself with matters not part of duties.
12. Rate of progress on or completion of assignments.	Working according to set schedules, time limits, deadlines, or reasonable time allotments for completion of tasks.	Meeting schedules, time limits or deadlines—keeping current. Showing progress—getting along. Working speed. Keeping job moving.
13. Amount of acceptable work produced.	Working on a production basis under a continuing workload where production records are or could be kept.	Number of usable units produced within some unit of working time (per hour, per day) as well as over a longer period of working time (during a week, month). Differences in difficulty of tasks. Working conditions. High and low peaks in production.
14. Ability to organize his work.	Having responsibility for many activities with discretion in planning details of work. (Does not apply to any position under close supervision.)	Putting first things first—orderliness. Giving proper proportion of attention to each matter to obtain the desired results. Coordinating work activity with that of others. Adjusting activities to circumstances and to facilities.

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 773013

15. Effectiveness in meeting and dealing with others.	Making personal contacts as a representative of the office or organization, especially with persons outside the unit, as in nurse, receptionist, social case worker, investigator, and trial attorney positions.	Manner in approaching, meeting and working, dealing and conferring with others. Self-control, tact, poise. Acceptance of employee by others. Personal appearance and hygiene. Accomplishing objectives of contacts. Creating confidence, respect. Avoiding conflict, coordinating viewpoints, quieting antagonisms.
16. Cooperativeness.	Assisting others in getting their work done for the good of the organization, usually when mutual assistance is necessary as when employees work together in groups.	Demonstrated willingness to lend a hand. Working for the group's results. Subordinating personal likes, dislikes or interests for the benefit of the organization—working unselfishly and generously. Team worker. Offering services. Obedience.
17. Initiative.	Having responsibility for knowing what needs to be done for the benefit of the program with authority or room for action to go ahead and do it. (Rarely found in low-grade positions.)	Proceeding, going ahead, taking the lead, doing things without being told. Assuming responsibility. Self-starting, unafraid to proceed alone—self-confident. Acting in emergencies.
18. Resourcefulness.	Having responsibility for solving problems, particularly new ones where precedents or established methods are not adequate. (Rarely found in low-grade positions.)	Devising ways and means in solving problems or meeting situations. Applying imagination and ingenuity. Applying principles or methods to new uses. Making use of what is available. Having ideas—when one will not work, gets another—fertility of ideas.
19. Dependability.	Doing work that is relied upon, carrying responsibility of trust, confidence, or discretion; or employed under circumstances where work will be seriously affected by the failure of an employee to follow his work schedule.	Assurance that assignments will be carried out—things will not be forgotten. Keeping appointments—being where supposed to be—readiness and availability to perform duties. Keeping promises. Knowing what information to give and when. Sobriety, devotion to duty, loyalty to organization, honesty.
20. Physical fitness for the work.	Doing work involving manual labor or physical alertness as in laborer, farmer, guard, janitor positions.	Having physical stamina and strength to do full day's work. Having physique appropriate to assignments, tools, machinery Being able to lift, carry, pull, sweep, clean, stand guard. Receiving favored assignments due to physical condition. Reluctance or refusal to do a job because of physical condition. Tiring easily.
21. Effectiveness in planning broad programs.	Having administrative responsibility for establishing and managing an over-all program and organization. In a staff capacity, having responsibility for formulating and recommending over-all program and organizational structure. (Not applicable where the over-all program and organizational structure are stable or where an established plan is being duplicated.)	Seeing the objectives and scope of the over-all program. Determining and outlining the nature and size of organization necessary to attain the objectives of the program. Applying sound management principles in matters of organization structure, budgeting, personnel administration, decentralization of operations, delegation of authority, and other matters of program and organization planning. Considering the nature and size of organization and providing, accordingly, for balanced, integrated, and effective management.

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 773 013

Basic Principle; If it isn't required in the position, it should not be used

Efficiency rating element	*Type of function or activity to which the element applies*	*Type of matters to be considered in rating work performance if the element is used*
22. Effectiveness in adapting the work program to broader or related programs.	Having administrative responsibility for managing a definite program and organization and for adjusting and revising them to keep in line with a more general or related program and organization under changing conditions. In a staff capacity, having responsibility for formulating and recommending adjustments and revisions in program and organizational structure.	Shaping the program to reach the larger objectives and to eliminate conflict or duplication. Coordinating one program with another so the combined effort accomplishes more than the separate efforts. Adaptability in modifying the program or organizational structure to meet changing conditions and then managing it in its altered state. Grasping the import of changing demands and responding accordingly. Making the organization an integral part of the larger organization. Ascertaining and developing opportunities for coordinating services with related services.
23. Effectiveness in devising procedures.	Having administrative responsibility for establishing new methods, analyzing existing methods, and devising improved methods for carrying out the functions of an organizational unit. In a staff capacity, having responsibility for analyzing functions and recommending new and improved methods.	Analyzing functions and breaking them down into processes, methods, flow of work, required forms, material, equipment. Knowing how jobs should be done and keeping alert to new and improved methods of doing work. Preventing the creation of bottlenecks. Preparing procedures that take care of problems that will be encountered with sufficient flexibility to meet changing conditions, yet keeping procedures as simple as possible. Knowing what to include in written procedures.
24. Effectiveness in laying out work and establishing standards of performance for subordinates.	Having supervisory responsibility for breaking down functions and processes into work assignments, for directing such assignments to particular positions, and for determining the level and quality of production and operation to be required in every position, and of every employee, under his direct supervision. (This function is present in practically every supervisory position.)	Apportioning work fairly and impartially with due regard to the capabilities of subordinates (without overloading) and the production of the unit as a whole. Making assignments according to a plan or policy. Issuing written instructions, when necessary, to avoid misunderstandings. Establishing and securing a general understanding of quality, quantity of work, manner of working, and other such matters, required in the various kinds and levels of positions as a guide for subordinates and as a measure of accomplishments.
25. Effectiveness in directing, reviewing, and checking the work of subordinates.	Having responsibility for the direct supervision of immediate subordinates (more than a secretary) for the purpose of getting work accomplished in accordance with required standards.	Giving clear directions. Maintaining control of work progress and quality. Keeping subordinates working at purposeful tasks consistent with the position grades. Maintaining smooth flow of work. Expediting work and personally refraining from becoming a bottleneck.

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 773013

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 773013

26. Effectiveness in instructing, training, and developing subordinates in the work.	Having direct supervisory responsibility for improving the work performance of immediate subordinates. In a staff capacity, giving instructions and training supplementing the activities of line supervisors.	Anticipating and recognizing need for training, devising training materials and methods, and making plans and arrangements for the actual giving of instructions. Analyzing abilities and improving them; helping subordinates to analyze their own abilities and assisting them in self-improvement. Helping, showing, coaching and following up with tact and patience. Giving group and individual instruction with the use of practical demonstration or other training aids. Developing understudies.
27. Effectiveness in promoting high working morale.	Having direct supervision over a number of immediate subordinates with responsibility for developing and maintaining interest in the work, confidence in the supervisor, loyalty to the organization and smooth working relations.	Knowing employee attitudes. Taking proper disciplinary action at proper time and place. Criticizing helpfully. Giving credit where due. Having no favorites. Setting a proper example by being fair, loyal, enthusiastic, and stimulating, and knowing what and how the subordinates are doing. Actively dispelling rumors. Explaining objectives timely. Effectively representing management to subordinates, and subordinates to management. "Standing behind" and protecting subordinates. Settling grievances promptly. Displaying calm, cheerful, tolerant, and diplomatic attitudes. Being accessible to subordinates. Giving attention to working conditions and hazards to safety.
28. Effectiveness in determining space, personnel, and equipment needs.	Having administrative responsibility to plan space, personnel, and equipment requirements of a program, organization, or operation for annual budgeting or immediate use. In a staff capacity, having responsibility for formulating and recommending such plans or making recommendations on annual or immediate plans of administrative officials.	Being aware of program requirements for space, personnel, and equipment and knowing how to measure these needs. Keeping estimates for space, personnel, and equipment to a narrow margin of error. Planning the use of secondary facilities and sources when the extent and duration of the job to be done is limited or temporary and does not justify an increase in costs, personnel, or space. Reappraising needs in the interest of economy when conditions change or work load decreases.
29. Effectiveness in setting and obtaining adherence to time limits and deadlines.	Having administrative responsibility for determining when an assignment or activity is to be completed or having supervisory responsibility for securing the completion by subordinates of work, assignments, or activities within a definite time period or by a definite date.	Knowing the value of setting schedules. Setting schedules that are possible of being met, that take into consideration the nature of the assignments or activity, and that are related to the urgency of the matters for completion. Checking on progress, helping by personally setting the pace if necessary, and clearing out hindrances. Looking for easier and less time-consuming methods. Maintaining a steady pace of work which if maintained will meet the deadline or time limit, rather than permitting procrastination and then requiring speed up. Giving rush matters timely attention.

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Basic Principle: If it isn't required in the position, it should not be used

Efficiency rating element	*Type of function or activity to which the element applies*	*Type of matters to be considered in rating work performance if the element is used*
30. Ability to make decisions.	Having administrative authority to make decisions and establish courses of action for others to follow. (The accuracy of decisions made is not involved here.)	Being decisive. Making decisions or establishing courses of action in time without procrastinating, vacillating, or failing to take a stand or reach a conclusion at all. Having courage to say "yes" or "no" and saying it with conviction so that others can rely on it. Taking a reasonable chance on a course of action when necessary rather than waiting to be absolutely sure of its infallibility or remaining in a state of suspended judgment.
31. Effectiveness in delegating clearly defined authority to act.	Having administrative authority to delegate parts of own authority to act to subordinates who can then act for and in the name of the superior.	Delegating authority to act directly rather than by implication. Delegating definite authority with limits clearly defined. Delegating authority without divorcing himself of his responsibility for proper administration. Being willing to delegate such authority to act which would free him to carry out the more important functions and responsibilities. Delegating responsibility with equal authority.

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. _____

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SUBJECT: **Field Trips**

No.	DATE	FROM	TO	REMARKS
1	21 Dec 50	Chief	Chief PW Sec	29 December 1950 through 3 January 1951, inclusive, are official Japanese holidays. Field trips, other than those of an emergency nature, will not be scheduled. JD

(USE BOTH SIDE)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. KA 720.3

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SUBJECT: Tetanus Immunization

No.	DATE	FROM	TO	REMARKS
1	8 Nov 50	Admin. Section	Chief, Public Welfare Section	1. Following extract from Par. 4, Daily Bulletin #61, Headquarters, Headquarters and Service Command, FEC, cs, is reproduced for your information and compliance. "4. c. Tetanus immunization is mandatory for all Military and Department of the Army Civilian personnel and is optional for dependents. A single stimulating dose is required one year after initial series, the second stimulating dose is required four years after the first stimulating dose, and each four years thereafter. d. Rosters of personnel required to receive a stimulating dose of tetanus, in accordance with paragraph c above, will be prepared by each unit personnel officer and submitted to the Preventive Medicine Officer, Medical Section, this Headquarters, not later than 15 November 1950. After receipt of rosters, a schedule for administering vaccine will be prepared and distributed to all units indicating the time and place to report for immunization." 2. Names of personnel affected by the provisions of subparagraph c, above, will be reported by note hereon, prior to 14 November 1950. G.B.M.

Mary C. Hyde

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

COPY

DISPOSITION FORM

FILE NO. KE 333 SUBJECT: Rice Carriers on Trains

TO: Deputy Chief, KaCAR FROM: Econ Section DATE: 31 Jul 50 COMMENT NO. 1

1. Concurrently with the development of the Korean War there has been a large increase in black marketing of rice, coupled with increase in black market price.

2. The upping of price and its probable maintenance at a high level by black market brokers will undoubtedly tend to induce hoarding by the people who will ascribe the high price to scarcity of supply.

3. One of the common means of bringing black market rice to the metropolitan areas is for gangs of "carriers" under boss supervision to go to producing areas and bring rice back by train.

4. It is requested that KaCAR-DACs traveling by train, advise station masters to arrange for police to raid trains whenever they note undue use of the train by these carriers.

5. This is best done by having your interpreter present your card to a station master with the request that he contact police at once and arrange for police to raid train at next feasible point.

s/ J. W. Jones
t/ J. W. Jones
-- 26-8988

s/ P. S. K
t/ P. S. Kemske
26-6000

COPY

TO: Mr. R. Stemple, DAC FROM: Chief, KaCAR DATE: AUG 7 1950 COMMENT NO. 2

1. Your attention is directed to the above comments.

2. Any action on your part and results noted will be forwarded to the Economics Section, this headquarters.

BY ORDER OF COLONEL DAYTON:

GEO. B. NIBLOCK Jr.
Major, Infantry
Deputy Chief

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

Memo for PAC

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. _____

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SUBJECT: Tax Surveillance

No.	DATE	FROM	TO	REMARKS
1	7 Jun 50	Deputy Chief	Chief, Public Welfare	1. Surveillance of the tax program in the Kanto-Shinetsu Region is handled by the field office of Internal Revenue located in the Pacific Building, Room 108. 2. Following are the telephone numbers of their office: 57-8133 57-8135 3. Personnel of the Kanto-Shinetsu Region Internal Revenue Field Office are: Maj. Schulte Mr. Peal Capt. Checlester Maj. Rosen W. F. J.

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. 90

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SUBJECT: **Pictures for Civil Affairs Section**

No.	DATE	FROM	TO	REMARKS
	6 June 1950	Giltner Chief CI Section	Public Welfare	**Civil Affairs Section is going to present Colonel Watts with an album of photographs on his departure in the near future. They have asked Kanto to supply a few pictures of our personnel. Will you ask all Americans in your Section to be sure to be at headquarters at 10:00 Saturday, 10 June 1950, in order that we may have a few group photographs taken? The pictures probably will be taken on the front steps of this building.** WILLIAM H. GILTNER Chief Civil Information Section

(Routed to all PAC Staff)

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

Memo for DAC

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. _____

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SUBJECT: Team Commanders' Conference

No.	DATE	FROM	TO	REMARKS
1	6Jun50	Deputy Chief	Chief, Public Welfare Section	1. A conference of all Civil Affairs team commanders will be held on the 28 and 29th of June. Questions which are to be taken up at this conference are to be prepared and submitted to Civil Affairs Section prior to the conference. 2. All section chiefs will prepare questions that they desire to be taken up at the conference and submit them to this office by 1000 hours, Monday, 12 June 1950. W. F. J.

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Memo for DAC

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. 720.3

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SUBJECT:

Japanese "B" Encephalitis Immunizations

No.	DATE	FROM	TO	REMARKS
1	18May50	Deputy Chief	Chief, Public Welfare	1. All personnel are requested to report to the Main Dispensary on 25 May 50 between 0900 and 0930 hours to receive their Japanese "B" Encephalitis Immunization shots. Individuals must have in their possession their immunization record (WD AGO Form 8-117) to indicate if they need the full series or a booster only. 2. Personnel departing from this Theater prior to 1 July 1950 will not be immunized. 3. Unavoidable absentees will receive immunizations each Tuesday or Friday morning between 0900-1030 hours starting 9 June 1950. No vaccination against Japanese "B" Encephalitis will be administered after 15 September 1950.

G.B.H.

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

Public Welfare
Memo for DAC

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. KCG 000.1

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SUBJECT: Election Surveillance

No.	DATE	FROM	TO	REMARKS
1	4 May 50	Legal & Govt Sec	All Section & Division Chiefs, KCAR	1. During the week of 29 May 1950 to 5 June 1950 all key DAC personnel (GS 7 - 12) will be assigned areas of surveillance for the forthcoming general election for the house of councillors. 2. It is requested that all field trips for the week of 29 May to 5 June be coordinated with Legal & Government Section for personnel mentioned above. 3. 30 May, a national holiday, will come within the week of surveillance. All DACs and indigenous personnel in the field on election surveillance will be paid accordingly. Similarly Saturday and Sunday 3 and 4 June. 4. It is contemplated that Section Chiefs will not be used outside of the Tokyo Area. W C Nolan NOLAN 26-8560

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

Memo for DAC

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. KA 0091.4

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SUBJECT: **Official Japanese Holidays**

No.	DATE	FROM	TO	REMARKS
1	22 Apr 50	Admin.	All Section Chiefs	Wednesday, 3 May 1950 and Friday, 5 May 1950 are official Japanese holidays. Personnel concerned should schedule meetings accordingly.
				G.B.N.

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Memo fr AC

HEADQUARTERS
KANTO MILITARY GOVERNMENT REGION
APO 201

INTER-OFFICE MEMORANDUM

SUBJECT: Appointments in Officers Reserve Corps DATE: 17 April 1950

No.	From	To	Remarks
1	Admin.	All Section Chiefs	The following information will be furnished this section as soon as practicable: a. A list of all personnel, your section, who possess appointments in the ORC; such list to include reserve grade and Branch of Service.

Public welfare
none
WHJ

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Memo for DSC

HEADQUARTERS
KANTO MILITARY GOVERNMENT REGION
APO 201

INTER-OFFICE MEMORANDUM

SUBJECT: **Typhoid Immunization** DATE: **10 April 1950**

No.	From	To	Remarks
1	**Admin.**	**All Sec. Chiefs**	**1. Annual typhoid immunization for all military and DAC personnel of this organization will be given at the Tokyo Dispensary between 1500 and 1530 hours, 11 April 1950.** **a. All personnel who have not been immunized subsequent to 12 October 1949 will report to the aforementioned Dispensary at the time indicated. Personnel are responsible for having their immunization registers in their possession.** **2. Personnel, unable to report on 11 April, will report on either date listed below:** **1300 - 1530 1 May 50** **0900 - 1030 2 May 50** **1300 - 1500 2 May 50** **G.B.N.**

James ✓
Weyhrott
Kent ✓
Joffrey

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

Memo for DAC

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. 56

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SUBJECT:

Photographs to be on Display

No.	DATE	FROM	TO	REMARKS
1.	**3 April 1950**	**Giltner Civil Information Section**	Chief, Public Welfare Section	**1. Photographs which were taken of the American personnel for the Colonel's album will be on display in the Coffee Room from 4 April through 8 April. Orders for copies will be taken during that time.**

WILLIAM H. GILTNER
Chief,
Civil Information Section

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
TOKYO-KANAGAWA
MILITARY GOVERNMENT DISTRICT
APO 503

Memo for Dir

1-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. ~~EA~~ 200.3

NOTE: Use this slip for notes in connection with this paper. All notes will be NUMBERED CONSECUTIVELY, top to bottom, all records necessary for intelligent action should be attached. A line will be drawn the full width of the slip below each note. Both sides will be used before additional sheets are added.

SUBJECT:

No.	DATE	FROM	TO	REMARKS
1	24 Mar	Legal & Govt	Pub Hlth Pub Welf Civ Ed Civ Info Recon. Cen Ind. Labor	1. It is requested that all Tokyo Off Limits Passes your section be turned in by noon Wednesday 29 March 1950. 2. All personnel being re-issued an Off Limits pass Tokyo Area may pick them up in Legal Section now. H. Payne H. PAYNE 26-7855

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
KATO CIVIL AFFAIRS REGION
APO 500

Memo for DAC

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. _____

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SUBJECT:

Japanese Holidays

No.	DATE	FROM	TO	REMARKS
1	15Mar50	Deputy Chief	All Section Chiefs	It has come to the attention of this office, that a number of persons have planned field trips for 21 March 1950. Due to 21 March 1950, being a Japanese Holiday "Shunbun No Hi", all changes in itinerary will be submitted to the Transportation Officer, not later than 1200, 16 March 1950. G.F.M.

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Memo for DAC

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. 40

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SUBJECT:

No.	DATE	FROM	TO	REMARKS
1.	23 Feb. 1950	Giltner Chief, CI Sec.	Chief, PW Sec.	It is possible that a Signal Corps photographer will be available to us to make documentary still films of our activities from time to time. Will you sendus a schedule of two or three important trips planned in the next 30 days with a brief description of the purpose of the trip and picture possibilities? This is not a publicity gag or the taking of pictures of Japanese celebrations or dinners. CA work in the field is the subject. I do not guarantee, incidentally, to get copies of these films for Kanto or any individual. But we will, of course, try. WILLIAM H. GILTNER Chief, Civil Information Section

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Microfilm DAC

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. 38

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SUBJECT:

No.	DATE	FROM	TO	REMARKS
1.	21 Feb. 1950	Giltner Chief CI Sec.	PW Sec.	In preparation for a large calendar of events which is to be posted on the first floor, request you give CI the following type of information in a few days. As time passes, please continue to keep CI informed, well in advance, of these plans. Don't limit schedules to Tokyo. 1. Any programs such asthe Labor and Industry programs in which a series of meetings is held under what amounts to KCAR auspices. Please show dates and places and interested section. 2. Any spot events such as a Teachers' Meting on Welfare conference or Governors' conference in which we have an interest. Please show dates, places, interested section. 3. Any types of exhibits, programs, lectures, shows or showings in which we have an interest. These may be all-Japanese in origin and operation but carry an interest for us. Please show dates, places, interested section. 4. <u>Do not underestimate the importance of your work.</u> Give yourselves a chance to be heard. Look ahead for several weeks and tell us your plans. 5. A sample calendar would be: **Date** **Place** **Subject** **Sec. Recm.** 10-27 Feb. Nagano & Chiba Revive Trade Meetings.

(USE BOTH SIDES)

(Over)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

No.	DATE	FROM	TO	REMARKS		
				12-22 Feb.	All prefectures	Boy Scout Conference CE
				15 Feb.	Mitsubishi, Tokyo	Human Right Exhibition All
				19-20 Feb.	Tokyo	Kanto Governors Conference Chief
				23 Feb.	Urawa, Saitama	Conf. on gangster press Legal & CI
				20-28 Feb.	Gunma & Ibaraki	Labor Edu. Meetings Econ & CI
				March	All prefectures	Youth Mouth CE
				April	Tokyo	SCAP Info. Conference CI

WILLIAM H. GILTNER
Chief,
Civil Information Section

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Memo for File

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. 29

NOTE: Use this slip for notes in connection with this paper. All notes will be NUMBERED CONSECUTIVELY, top to bottom, all records necessary for intelligent action should be attached. A line will be drawn the full width of the slip below each note. Both sides will be used before additional sheets are added.

SUBJECT: **Servicing of all section by Civil Information Section**

No.	DATE	FROM	TO	REMARKS
	2 Feb.	**Giltner Chief CI Sec.**	Chief, PW Section	**We want to improve the effectiveness of our servicing and assistance to the sections of this headquarters. It would be helpful if each section would send to us written reports concerning any informational needs or special conditions in their respective fields, based upon field observations. The Civil Information Section will endeavor to formulate and put into operation plans of action to meet the conditions.**

WILLIAM H. GILTNER
Chief,
Civil Information Section

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Please list refs. Acc

Memo to DAC

HEADQUARTERS
KANTO CIVIL AFFAIRS REGION
APO 500

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. 30

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SUBJECT: **Ideas for Conference Room Decorations**

No.	DATE	FROM	TO	REMARKS
	30 Jan 1950	Giltner Civil Information Section	Public Welfare Section	1. Now that things have settled down and each section has a better idea of its functions and their priorities, I would like to make a more detailed organizational chart and also present many of these functions in picture form in the new conference room. 2. Will you please ask one of your assistants, who is aware of the breadth of the field you cover, to list these various major (and minor) sub-divisions? 3. For example, the Civil Information field falls naturally into several parts - the press, citizens groups, prefectural information apparati, audio-visual education, and our various information programs. In turn, the press may be divided between the metropolitan and the prefectural; and between the reputable and the disreputable. Citizens groups may be divided roughly into Citizens Public Halls and their structure, civic groups, co-operatives and the like. The prefectural information apparatus may be divided into its structure, its media - wall newspapers, posters, newscar, etc. The audio-visual education might be divided into the various types of machines, the various kinds of films.

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

No.	DATE	FROM	TO	REMARKS
				Our information programs, of which there are about 20, naturally would be split into 20 parts. 4. The foregoing should give some idea of what I want in order to carry out the ideas expressed in paragraph 1 above. Your co-operation within the next few days would be appreciated. WHG WILLIAM H. GILTNER Chief Civil Information Section

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Memo for Hall

HEADQUARTERS
TOKYO CIVIL AFFAIRS TEAM
APO 181

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. AG LG 200.2

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SUBJECT:

NO.	DATE	FROM	TO	REMARKS
1	28 Dec 49	H. Payne Legal & Govt Sec.	Public Welfare Sec.	Will all personnel who have not previously picked up their "Off Limits" Passes from this section do so at an early date. H. Payne H. PAYNE 26-7855

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

Memo for PAC

HEADQUARTERS
TOKYO CIVIL AFFAIRS TEAM
APO 181

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. 2

NOTE: Use this slip for notes in connection with this paper. All notes will be numbered consecutively, top to bottom, all records necessary for intelligent action should be attached. A line will be drawn the full width of the slip below each note. Both sides will be used before additional sheets are added.

SUBJECT:

Subscriptions of Nippon Times

NO.	DATE	FROM	TO	REMARKS
1.	2 Dec. 1949	Giltner, Civil Information Section	Chief, Public Welfare Section	It now seems impossible to obtain the Nippon Times by procurement although we have tried. We will however, be glad to subscribe for the papers at the rate of 89 yen per month. Miss Ogawa in this section will take the orders if you will indicate where they should be delivered. We will continue to try getting them by procurement.

WILLIAM W. GILTNER
Chief,
Civil Information Section.

Indicate if you wish to subscribe:—

cc/ Mary C. Wyckoff - XCAR- Welfare section

(USE BOTH SIDES)

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775 013

HEADQUARTERS
TOKYO CIVIL AFFAIRS TEAM
APO 181

Memo for DAC

I-N-F-O-R-M-A-L

C-H-E-C-K S-H-E-E-T

FILE NO. _____

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SUBJECT: "Off Limits" Passes

NO.	DATE	FROM	TO	REMARKS
1	21 Nov 49	JGF Leg & Govt Sect	Public Welfare Sect.	It is requested that all sections submit a list of DAC personnel requiring "Off Limits" passes for official business in the Kanto Regional Area.
				--JGF- 26-7855
1	21 Nov 49	Public Welfare		Artigues, Roland J. Callow, Edna K. (Mrs) Gaffney, Hugh G. Kent, Annabella H. Woodrow, Beverly J. Wyckoff, Mary C.

(USE BOTH SIDES)