

Cad Library

Government Section
Civil Service Division

21 October

MEMORANDUM FOR W. PIERCE MacCOY

SUBJECT: Conference with Dr. Asai on this Date

Following is a summary of the items which I reported to you verbally:

1. I told Dr. Asai that we were most anxious that the Commissioners expedite recommendations to us for the appointment of bureau and section chiefs. I asked him specifically if the Authority intended to appoint Mr. Sato as Chief of the Bureau of Public Information. He stated that the Commissioners did not want to appoint him, although they had no other person in mind. He stated that Mr. Sato does not get along well with his subordinates. There may be other reasons but he did not state them.

2. Dr. Asai had met the previous day with the Prime Minister, the Finance Minister and the Labor Minister and had explained in detail to them the amendments to the NPS Law. Mr. Yoshida stated that the amendments would be proposed to the Diet without change by the present Cabinet. Dr. Asai also gave these men a limited amount of information regarding the new pay schedule. It appears that the present Cabinet is most anxious to take action on the pay of public employees at this time. Among the reasons are: to offset the adverse reaction to enactment of the amendments, the imminence of cold weather and other adverse living conditions and the recognition that the pay level of public employees is deplorably low. Dr. Asai stated that this matter is so acute that the Finance Ministry had made a proposal to the Finance Division of ESS to change the pay dates of employees from the 10th and 25th to the 5th and 20th. Mr. Reed of the Finance Division had disapproved this proposal and Dr. Asai said that he anticipated that the Civil Service Division would also properly question the necessity for this change. I pointed out that in my opinion the only thing that could be gained by such a change was to advance the pay date by five days and the benefits of such advance would, of course, occur only once, at the time of change. He said that was true but that the Finance officials were grasping for any possible chance of even temporarily getting more money into the hands of employees. He urged that if a comprehensive pay schedule could not be proposed, some emergency measure be taken to alleviate the situation.

21 October 1948

3. Dr. Asai stated confidentially that there is a wide-spread rumor in Japanese circles that Mr. Yoshida and the Government Section do not get along well together. This disturbed Dr. Asai personally because the Civil Service Division is a part of Government Section. Dr. Asai stated that he is very well acquainted with Mr. Yoshida and although he does not agree with all the latter's policies, he believed that this division could expect full cooperation from Mr. Yoshida.

4. I laughingly asked Dr. Asai if he thought the Cabinet would approve the appointment of the three commissioners to the Authority. He told me that he felt certain they would appoint him, but he did not know about the other two. He stated, however, that if Mr. Hoover recommended their appointment, he felt sure it would be accomplished. This question led him into another confidential discussion regarding the strained relationships between Mr. Yamashita and Mr. Ueno. He stated pointedly that they don't get along together and that this situation made it extremely difficult for him. He pointed out that both men are considerably older than he is and that he found it embarrassing to have to repeatedly "sit on them". He stated that Mr. Yamashita feels that the engineers are "God's chosen children" and never ceases harping on the theme that the lawyers in the main have no place in government. He also pointed out that Mr. Yamashita's actions are frequently embarrassing because after the Commissioners have arrived at a decision and that decision has been presented to this division, Mr. Yamashita will then make his own representations regarding the matter to the Civil Service Division, either in person or in the form of a letter. He went on to say that Mr. Yamashita and Mr. Ueno are members of two different schools of "efficiency" and that their ideas as to how to improve the government situation are at variance. Mr. Ueno feels that he is "suppressed" by Mr. Yamashita and Ueno is greatly disturbed over this situation. He frequently unburdens himself to Dr. Asai on this subject.

I might say in this connection that on two occasions recently Mr. Ueno has suggested, and I suspect somewhat seriously, that he be made Chief of the Bureau of Compensation inasmuch as he is probably the only man in Japan who understands both compensation and classification. The last time he made this remark, he went on to say that he would step down if it was the best thing for the Authority.

JAMES BELL
Chief, Organization Branch

JB:mta

Government Section

14 October 1948

Mr. Okie Yamashita
Commissioner
National Personnel Authority
Tokyo, Japan

Dear Mr. Yamashita:

In reference to your letter of 11 October concerning the anonymous letter which was received by the Civil Service Division, GHQ, SCAP, relative to the supposed clique which you were forming by selection of men trained in engineering:

I am extremely glad that you have taken the trouble to provide such detailed information concerning your reasoning on the men whom you selected. However, I wish to set your mind at ease concerning the charges made in the anonymous letter. In American practice, we follow a course in handling anonymous letters which rarely deviates from the following:

1. No official credence is given to any communication which is received in a government office where charges are made by an individual who either refused or failed to sign the letter or document.
2. A quiet investigation is made into the circumstances to inform the supervisory office whether the statements contained in the document or letter have any foundation or truth.
3. If it is ascertained that there is no foundation or truth in the charges, the individual involved is shown the anonymous document or letter and the steps that have been taken are thoroughly explained to him.
4. The anonymous document or letter is then destroyed.

In this particular case we were aware that the charges are untrue and your attention was invited to the anonymous letter simply to keep you advised of the things that outsiders could say about the activities

Mr. Okie Yamashita

- 2 -

14 October 1948

of the Commissioners. I have neither any tolerance nor respect for any individual who has not enough courage to sign a statement of charges concerning either a co-worker or a public figure. If the charges are worth making and are justified, then they are certainly worth signing your name and indicating your willingness to stand behind the charges.

Kindly be assured that this office has no doubts concerning your sincerity or your honesty.

Yours very truly,

W. PIERCE MacCOY
Acting Chief
Civil Service Division

WPM/hm

CIVIL SERVICE DIVISION
Government Section

5 October 1948

file
N.P.A. Stop
10/6/48
JRB

MEMORANDUM FOR: The National Personnel Authority
SUBJECT : Appointment of Okawa Ichishi

Approval is given for the temporary appointment
of Okawa Ichishi as Chief, Compensation Division.

This appointment is subject to the same conditions
specified for the appointment of chiefs of the divisions
of Recruitment, Efficiency and Law.

JAMES R. BELL
Chief, Organisation Branch

JRB:jd

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
CIVIL SERVICE DIVISION
Government Section

File
5
Wpa
Paw

23 September 1948

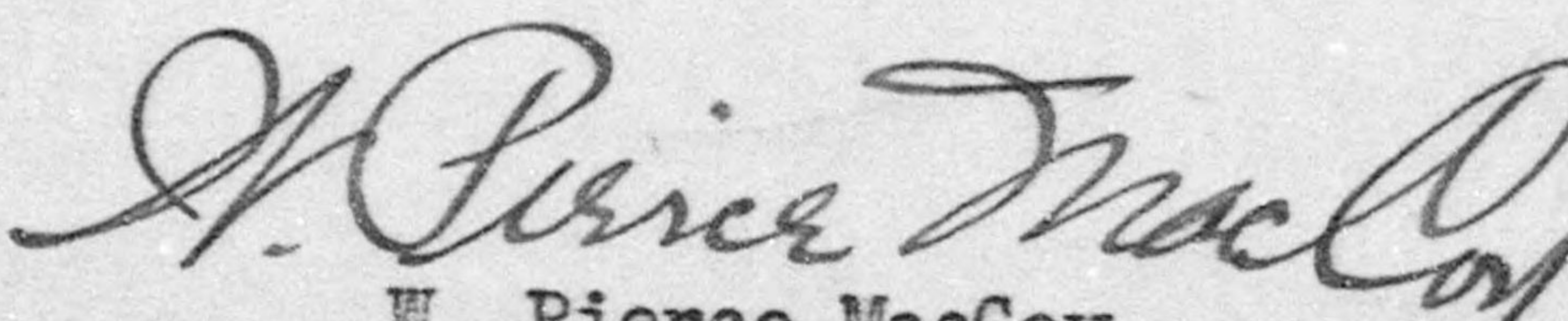
MEMORANDUM FOR THE RECORD

SUBJECT: Release of Confidential Information to Japanese Newspapers

Reference is made to my memorandum for record of 22 September. After reviewing the situation further with Mr. Hoover, it has been decided to change the instructions to Mr. Sato to the following extent:

- (a) Immediately prepare and present to Mr. Yoneda a letter of reprimand, a copy of which will be included in his personnel folder,
- (b) This letter should be signed by Dr. Asai as Chairman of T.N.P.C.,
- (c) A letter of reprimand should also be issued to Mr. Yoneda's immediate superior if this individual is a permanent member of T.N.P.C. If the supervisor was borrowed from another agency, a record of his dereliction of duties should be included in the minutes of the meetings of the Commission,
- (d) Mr. Yoneda should be removed from any further connection with this work and placed in a position where secret or confidential information will not be available to him,
- (e) The entire staff working with this wage and hour information must be specifically and thoroughly warned against repetition of such activities. Notice to this effect should be published openly on all bulletin boards in the T.N.P.C.
- (f) Immediate steps must be taken to insure the security of such offices from the insolent prying of newspaper reporters in the future (This matter has been called to Mr. Bell's attention).

Dr. Asai and Mr. Sato will be furnished with a copy of this Memorandum for the Record.


W. Pierce MacCoy
Acting Chief, Civil Service Division

cc Dr. Asai
Mr. Sato

CIVIL SERVICE DIVISION
Government Section

23 September 1948

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

WPM
9/24/48

SUBJECT : Appointment of Okawa Ichishi as Chief of
the ~~Recruitment~~ *Compensation* Division

1. Attached is a request from the National Personnel *Compensation*
Authority to appoint Okawa Ichishi as Chief of the ~~Recruitment~~
Division. This appointment, if approved, would of course be a
temporary appointment and the individual would be designated as
"Acting".

2. I do not know this individual and I am not therefore in
a position to comment regarding this proposal. Messrs. Salter
and Marsh, who seem to be acquainted with his work, are being
asked to comment regarding this proposal.

JRB
JAMES R. BELL
Chief, Organization Branch

JRB:jd

Temporary National Personnel Commission

File, 9/21/48
Jils
N.P.C. Staff.

September 21, 1948

To:

Mr. Blaine Hoover,
Chief of Civil Service Division,
Government Section, GHQ, SCAP

In re: Okawa Ichishi, Chief of Cost of Living
Section, Price Control Bureau, Economic
Stabilization Board

Being desirous of appointing the above-named as Chief of
Compensation Division, Temporary National Personnel Commission's
Secretariat, approval of your GHQ is hereby requested.

No negotiation on this matter has been started yet with
either the individual or the Economic Stabilization Board where
he is employed at present.

Kiyoshi Asai

Asai Kiyoshi

Chairman

Yamashita Okie

Yamashita Okie

Commissioner

Uyeno Yoichi

Uyeno Yoichi

Commissioner

Approved for
Temp. appointment
WBR
10/5/48

CIVIL SERVICE DIVISION
Government Section

*file
Dn. P. A. Staff
10/6/48
JRB*

5 October 1948

MEMORANDUM FOR: The National Personnel Authority

SUBJECT : Standards for Supervisory Appointments

In accordance with the conclusions reached at the conference held this morning between the commissioners, executive director and the acting chief and certain staff members of the Civil Service Division, it is requested that certain standards in the future appointment of division and section chiefs and other supervisory personnel be considered.

Inasmuch as the functions of all of the divisions and sections of the National Personnel Authority involve almost entirely new concepts in the Japanese government, it is most important that personnel appointed to key positions have certain qualifications of a personal nature. These qualifications are much more important than the previous education and experience which these persons might possess. It is requested that great emphasis be laid on the following factors and that in future requests for appointment you present evaluation of these factors:

Maturity (Sound, fully developed, adult point of view)

Sound Judgment (Ability to make good decisions and render sound opinions)

Open Mindedness (Ability and willingness to consider new ideas and concepts and to put them into practice; freedom from bias and prejudice)

Intellectual Capacity (Thinking and reasoning ability)

Personality (Effect on other people; ability to get along with other people)

Leadership (Ability to effectively direct and guide others and to get the job done)

Potentiality (Possibility for growth and attainment)

JAMES R. BELL
Chief, Organization Branch

JRB:jd

CIVIL SERVICE DIVISION
Government Section

23 September 1948

MEMORANDUM FOR: The National Personnel Authority

SUBJECT : Appointments as "Acting" Division Chiefs

1. Approval is given for the appointment of the persons indicated below to the position of "Acting" Division Chief of the division enumerated:

Okabe Shiro
Kasuya Yoshio
Miyaji Kenjiro

Law Division
Efficiency Division
Recruitment Division

2. It is understood that these are temporary appointments under the provision of the National Public Service Law and that these appointees, before acquiring regular status, will be required to take such examinations and be subject to such other qualifying procedures as stipulated in the National Public Service Law and the rules to be adopted by the National Personnel Authority. Letters of appointment should specify that these appointments are "Acting" and temporary. The appointees should be fully advised of their status at the time of appointment.

JAMES R. BELL
Chief, Organization Branch

JRB:jd

CIVIL SERVICE DIVISION
Government Section

9 September 1948.

MEMORANDUM FOR: Mr. Blaine Hoover, Chief, Civil Service Division.
SUBJECT : Staff Appointments, NPA.

1. The attached memorandum from the National Personnel Authority is self-explanatory. As you know Mr. Okabe is Acting Chief of the Law Section and a graduate of Tokyo Imperial University School of Jurisprudence. Mr. Kasuya is Acting Chief of the Training Section and is a graduate of Tokyo University of Commerce. Mr. Miyaji is Acting Chief of the Recruitment Section and is a graduate of Tokyo Imperial University Engineering Department.
2. It is my personal belief that Mr. Kasuya and Mr. Miyaji are as well qualified as we can expect for appointment to their positions. I am not convinced that Mr. Okabe has the legal experience to fit him for the ultimate position of Chief of the Bureau of Law. Dr. Asai, however, believes that the man will fill the position competently.
3. We will shortly be faced with making decisions on proposed appointments to additional bureau chief and section chief positions and it is requested that the branch chiefs have an opportunity to discuss this matter with you in the near future. I have discussed the problem with Mr. Marsh and Mr. Salter at various times and we have a variety of views on this problem. In addition we have the view of the Commissioners that it will be necessary to select men now in the national government employment for the key positions on the Authority's staff.

JRB
JAMES R. BELL
Chief, Organization Branch.

JRB:mvb

Approved on "acting" capacity. WBM 9/21/48

To:

Mr. Blaine Hoover,

Chief of Civil Service Division,

Government Section, GHQ.SCAP.

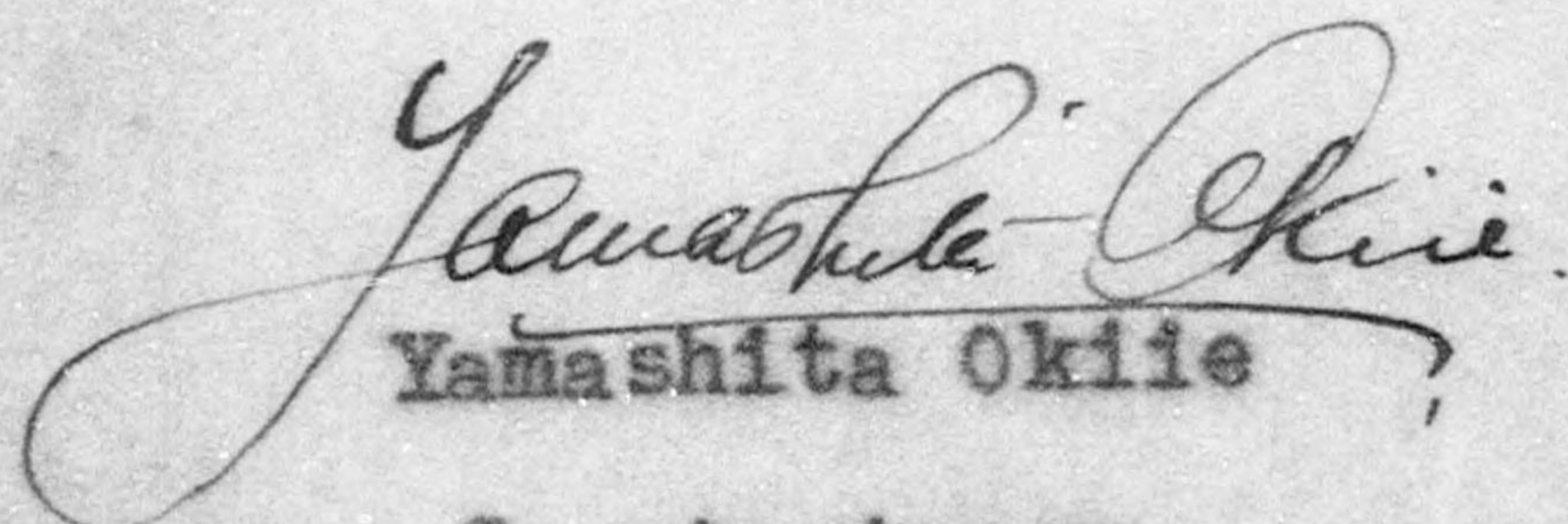
September 6, 1948

Being desirous of effecting the appointments of chiefs of the newly-created divisions as enumerated in the attached list, consequent with the revision of the Regulation governing the Sectional Organization of the Temporary National Personnel Commission's Secretariat, approval of your GHQ is hereby requested.



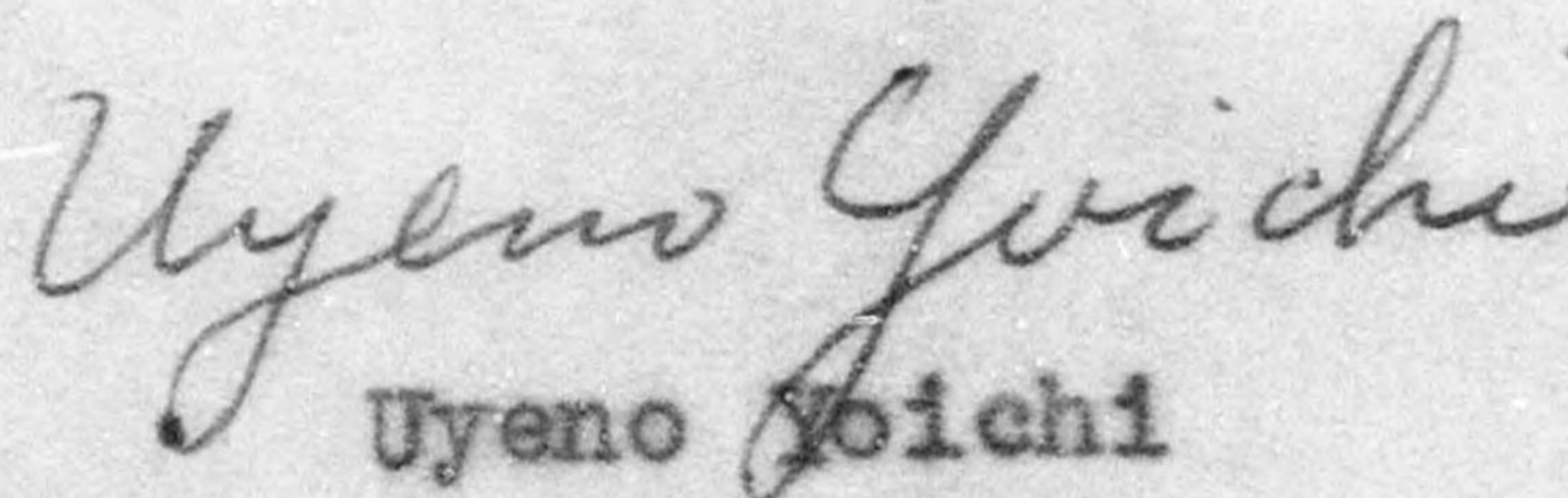
Asai Kiyoshi

Chairman



Yamashita Okie

Commissioner



Uyeno Yoichi

Commissioner

· OKABE Shiro

Chief of Law Division

· KASUYA Yoshio

Chief of ^{Efficiency} Administration Division

· MIYAJI Kenjiro

Chief of Recruitment Division

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

File
BA
W. B. S.
8/31/48

25 August 1948

MEMORANDUM FOR: Mr. Blaine Hoover, Chief, Civil Service Division
SUBJECT : Equity Section, NPA

1. The Equity Section is established and has been operative for one week. Mr. Habu is acting as chief of this section and although it is premature to evaluate his performance, I believe he may work out satisfactorily. The formal procedures for the operations of the section were written by me, presented to and discussed with the Commission and Mr. Habu. I have received the translation of two hearings which have been conducted and the translation of a third is now being prepared.

2. In accordance with Mr. MacCoy's instructions, we will further formalize the organization of the section to cover compensation, disciplinary cases and miscellaneous inquiries. The original procedure, in accordance with your suggestion, provides for specialized hearing committees within each of the operating sections of NPA.

JRB

JAMES R. BELL
Chief, Organization Branch

JRB:vo

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

copy to P.A.
file
HAC

20 August 1948

MEMORANDUM FOR: Mr. Blaine Hoover, Chief, Civil Service Division

SUBJECT : Conference with Dr. Asai

1. Dr. Asai, President of the National Personnel Authority, in his report to Mr. Blaine Hoover, Chief, Civil Service Division, stated in detail the proceeding of the Cabinet conference meeting which was held yesterday, 18 August 1948. His report, in substance, follows:

2. The Cabinet conference meeting convened in the morning but since Dr. Asai had no desire to attend it he left his office. However, as the ministers were not satisfied with the replies given by Deputy Chief of the Cabinet, Mr. Arita, Dr. Asai along with Executive Director, Mr. T. Sato, was summoned to the afternoon Cabinet conference meeting at two o'clock. The constitutionality of the amendment was questioned especially by State Minister, Hitotsu-matsu (concurrently the President of the Reconstruction Ministry), Labor Minister, Kato and the President of E.S.B., Mr. Kurusu all of whom asserted that the amendment was unconstitutional. Before making any commitments Dr. Asai had all the Vice-Ministers who were attending the conference removed. This was a precautionary measure against any leakage of news but in spite of it the proceedings of this conference were made public as indicated in this morning's newspapers. Investigation indicates the source of this leakage to be the Finance Ministry. Still not satisfied with his assurance emphasizing the constitutionality of this amendment, a committee of five members including Hitotsumatsu, Kato, and Kurusu, was formed for the purpose of drafting their own revised version of this amendment. The controversial issue centered around the strengthening of the N. P. A. The ministers in general were angered at the stipulation which stated that no minister would receive more pay than any of the commissioners. To their way of thinking it was rather depressing news to think officials other than the state ministers would receive equivalent pay. Dr. Asai reported on the news leakage of the list of ten officials including Mr. Imai, Chief of the Allowance Bureau, who were considered sympathetic toward the N.P.A. and willing to cooperate with its program, from the Prime Minister's office to whom he had reported. (However, Mr. Hoover indicated that he thought the damage was negligible.) Dr. Asai stated that he was inclined to think that Prime Minister, Ashida, is completely sympathetic toward the amendment and is of the opinion that it should be presented to the Diet in its entirety. This is indicated by his sudden departure last night on another stumping tour presumably to avoid further questions from the other party representatives constituting his coalition cabinet. State Minister Tomabechi is also trying his

MEMO FOR MR. HOOVER

- 2 -

20 August 1948

utmost to delay the opening of the Diet Session in order to give the N.P.A. more time to work on the controversial pay plan. Because Dr. Asai had refrained from meeting the press for the past six days, an inclination to brand the N.P.A. under the new amendment as unconstitutional developed but upon reiterating his statement that the N.P.A. was not unconstitutional to the press men who had followed him out of the Cabinet conference, a milder tone in the papers subsequently followed. The Cabinet conference meeting came to an end after Dr. Asai had risen to his feet and said, "Gentlemen, the N.P.A. is not unconstitutional" and walked out. Asked what matter would be of utmost interest to the press, Dr. Asai replied, "the pay program". Mr. Hoover assured him that he would prepare a press release on it and communicate with him some time this afternoon in regards to it. The meeting adjourned at approximately 11 o'clock.

J. NARUMI

J. Narumi

CIVIL SERVICE DIVISION
Government Section

Confidential

19 August 1948

MEMORANDUM FOR: Mr. J. B. Bettis, Compensation Specialist

SUBJECT : Potential Staff for NPA

The following are summary statements of three persons who may be considered for transfer to the staff of NPA. In the near future and not later than 15 September, will you please evaluate in writing their knowledge and experience in their respective fields, their ability to organize, plan and direct programs and staff, their personality and ability to meet and deal with officials and the public.

SAKAI Toshihiko	1934	Graduated from Law Department of Tokyo Imperial University
	1948	Chief of First Section of Allowance Bureau of Finance Ministry
KEITOKU Shoi	1916	Graduated from Kitakata Primary School
	1923	Third Class Secretary of Finance Ministry
	1947	Chief of Fourth Section of Allowance Bureau
HASUMI Taichi	1931	Graduated from Yokohama Industrial College
	1946	Second Class Technician of Transportation Ministry
	1946 - 1948	Member of Central Executive Committee, Government Railway Labour Union, and served as Chief of Compensation Division thereof.

MS

MacDONALD SALTER
Chief, Classification &
Compensation Branch

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

May 10, 1948

MEMORANDUM FOR RECORD:

SUBJECT: Staffing in Order to Provide for Additional
"Official" positions in TNPC to take Care
of Trainees.

Dr. Asai has submitted a Cabinet Order to be an amendment to the regulation governing the installation of personnel of the Secretariat of TNPC. This will authorize the increase of second class officials from 31 to 51 and third class officials from 44 to 144. This was approved by Mr. Hoover.

ms
MACDONALD SALTER
Compensation Specialist

MS:mvb

Mr. Asai advised accordingly.

To;

May 7, 1948

Mr. Blaine Hoover,

Chief of Civil Service Division,

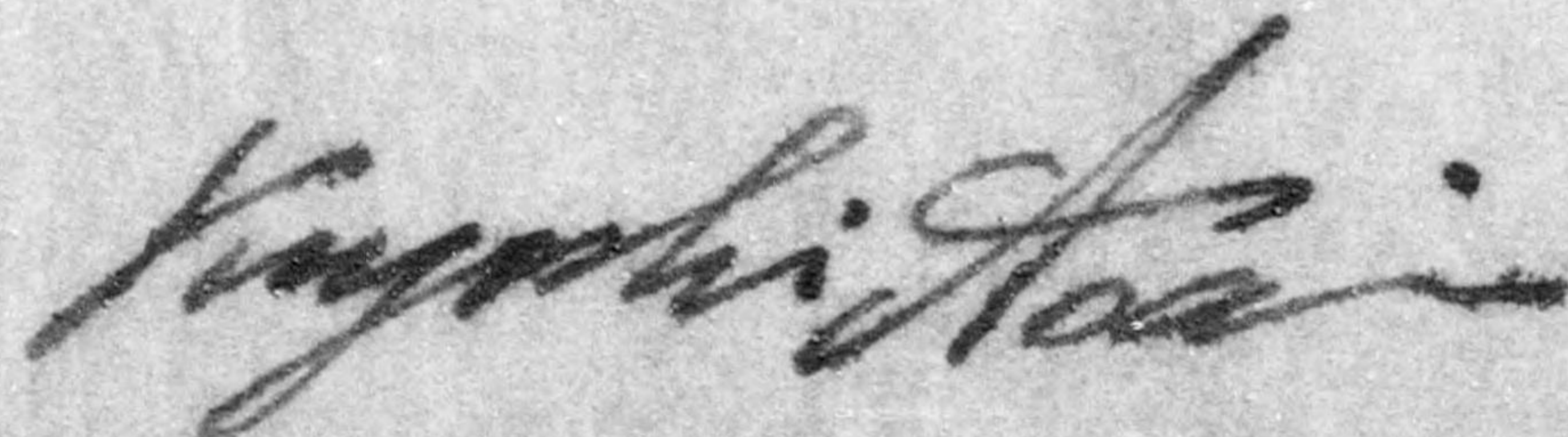
Government Section, GHQ.

As it is contemplated to take the following steps in connection with the assignment of the personnel of our Secretariat to appropriate positions according to the results of examinations, I would like to ask your agreeing with our proposed actions:-

1. Cabinet Order No.228 of 1947, Enclosure No.1, which provides for the fixed number of personnel of the Temporary National Personnel Commission will be revised, as per enclosure No.2 herewith attached, so as to obtain an increase in our personnel.

2. In order to set up Sections in accordance with the provision of Article 1, Paragraph 3 of the abovementioned Cabinet Order, "The Regulations governing the Sectional Division of the Temporary National Personnel Commission's Secretariat", Enclosure No.3 herewith attached, will be newly enacted. This regulation, however, is a temporary provision and will become null and void on and after July 1, 1948.

3. According to this regulation, Chiefs of Section will be appointed on the basis of the results of examinations. However, as the regulation itself is a temporary provision, naturally all such appointments are also of a temporary nature.



Chairman of Temporary National
Personnel Commission.

Enclosure No. 1

*Cabinet Order 228
1947*

Regulations governing the Installation of Personnel, etc. of the
Secretariat of the Temporary National Personnel Commission

Article 1. The Secretariat of the Temporary National Personnel Commission shall have the following personnel:

Executive Director

Secretaries of the Prime Minister's Office:

Full time 1 First Class

Secretaries or technicians of the Prime Minister's Office:

Full time 31 Second Class

" " 44 Third Class

The post of the Executive Director shall be filled by a first class secretary of the Prime Minister's Office, who shall take charge of business pertaining to the Secretariat under the order of the Chairman of the Temporary National Personnel Commission.

In order to allocate business pertaining to the Secretariat, the Chairman of the Temporary National Personnel Commission may create sections.

Article 2. The Chairman of the Temporary National Personnel Commission shall direct and supervise the personnel of the Secretariat, and shall be exclusively empowered to decide upon the appointment or the removal of third class officials.

Enclosure No. 2

I hereby promulgate Cabinet Order concerning the partial amendment of the Regulation governing the Installation of Personnel of the Temporary National Personnel Commission's Secretariat.

Imperial Seal

Ashida Hitoshi

Date

Prime Minister

Cabinet Order No.-----

A part of the Regulation governing the Installation of Personnel of the Temporary National Personnel Commission's Secretariat shall be amended as follows:

In Article 1, "full time 31" shall read "full time 51", and "full time 44" shall read "full time 144".

Supplementary Provision

This Cabinet Order shall come into force as from the day of its promulgation.

Ashida Hitoshi

Prime Minister

Reason

With the implementation of the National Public Service Law, it is necessary to perfect the affairs of the Temporary National Personnel Commission by appointing as government officials a part of those who have completed the in-service training.

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

26 March 1948

MEMORANDUM

TO: Mr. Blaine Hoover

FROM: Mr. Harry W. Marsh

SUBJECT: Staff Additions for NPC

In response to your memorandum 24 March concerning staff additions for NPC and memorandum of Mr. Salter, I understand that the number of additional staff needed is approximately 350 persons; of these, some fifty to seventy-five per cent will be technicians and the balance clerical staff. I suggest, therefore, that recruitment and examination be based upon these two categories of employees. This calls for two different examinations which, however, may be held at approximately the same time. The examinations might be held a day apart in case any persons wish to compete in both of them. Examinations can be made ready so that they can be held approximately the 15th of May. This will give time to make arrangements for the examinations to be held in two or three different locations and for a better recruiting campaign than for the first examination. The selections of the personnel for the next training class which, I understand, is to start July 1, may be made any time after June 1.

The examination for the technicians will be of approximately the same level as that held on January 15. The examination for the clerical positions will be based upon the experience in the United States for a similar classification. It is desirable that these dates be settled so that plans may proceed for the examination without delay.

HM:mta

24 October 1947

*CS Division
General*

Mr. Robert S. Hare
5123 Macomb N. W.
Washington 16, D. C.

Dear Bob:

Just a line to inform you that the Cabinet today appointed Dr. Asai, Mr. Yamashita, and Mr. Ueno as members of the Temporary Personnel Authority. This action is subject to Diet approval--such approval is anticipated.

Hereby hangs ~~the~~^a tale--but I thought you would be glad to know of this important development.

Cordially,

Blaine Hoover

BH:hrm

FAR EAST COMMAND
GENERAL HEADQUARTERS, ~~U. S. ARMY FORCES, PACIFIC~~
ADJUTANT GENERAL'S OFFICE
RADIO AND CABLE CENTER

CWH
djr

INCOMING MESSAGE

UNCLASSIFIED
ROUTINE

4 Oct 47

FROM : WAR (SACPD-OB-3) (HOOVER)
TO : CINCPAC (ATTN CAPT NELSON GOVT SEC)
NR : WCL 27187

Advise Marcum retain Asai, Myasawa, Yamashita, Hirose,
Hirai, Takayanagi, Meyeka, Shibata, Otomo, Tsuzaki, Koizumi,
Sakata.

JACOBSON

ACTION : GOVT



59276

ROUTINE
UNCLASSIFIED

TOO : 032330 Z
MCN : YD 13/04

CIVIL SERVICE DIVISION
GOVERNMENT SECTION, GHQ--FEC

MEMORANDUM TO: Mr. W. Pierce MacCoy
FROM: Mr. Blaine Hoover
SUBJECT: National Personnel Authority

WPH
10/3/47

Please immediately send the following cablegram to
Capt. Melvin, Government Section, over my signature.

"Advise Marcum retain Asai Myasawa Yamashita Herose
Hirai Takayanagi Meyake Shibata Otomo Tsuzaki Korzumi
Sakata."

Blaine

2 October 1947

Cable sent 10/3
on phone call from Naomi

UNITED STATES CIVIL SERVICE COMMISSION
WASHINGTON 25, D. C.

ADDRESS ONLY
"CIVIL SERVICE COMMISSION"
IN YOUR REPLY REFER TO
FILE **PC-F:RSH:EMC**
AND DATE OF THIS LETTER

October 1, 1947

Mr. Blaine Hoover
Chief, Civil Service Division
Government Section
GHQ- FEC
1313 East 60th Street
Chicago 37, Illinois

Dear Blaine:

With respect to the retention of men presently on the staff of the Administrative Research Bureau as staff members of the Authority, I feel that the more of them retained the better off we will be. Katsumi Maeda is the only individual that I would like to see liquidated. We have all had some doubt about Isoda but, although he is apparently of the same school of thought as Katsumi, nevertheless he is a sufficient non-conformist to express doubts and raise ideas which some of the other members are too polite to do. Definitely we should have Takayanagi, Miyake, Hirai, Hirose, and the "Gold Dust" twins. You will recall also that Dr. Asai spoke of Shibata as his most trusted assistant. Messrs. Otomo and Tsuzaki would also be good additions. Tsuzaki is an engineer.

I have doubts about Watanabe of the Bureau of Allowances, but if Koizumi, his running mate whose name I cannot recall, and Sakata, who was in charge of the compensation study prepared and printed by that Bureau, could be obtained from the Bureau of Allowances on a permanent basis they would be worthwhile additions. Likewise, this would remove a certain amount of knowledge regarding classification from the Bureau of Allowances, which would not hurt. There is bound to be a certain amount of competition between the Authority and the Finance Ministry on compensation matters and if we can buy their players it would be to the good.

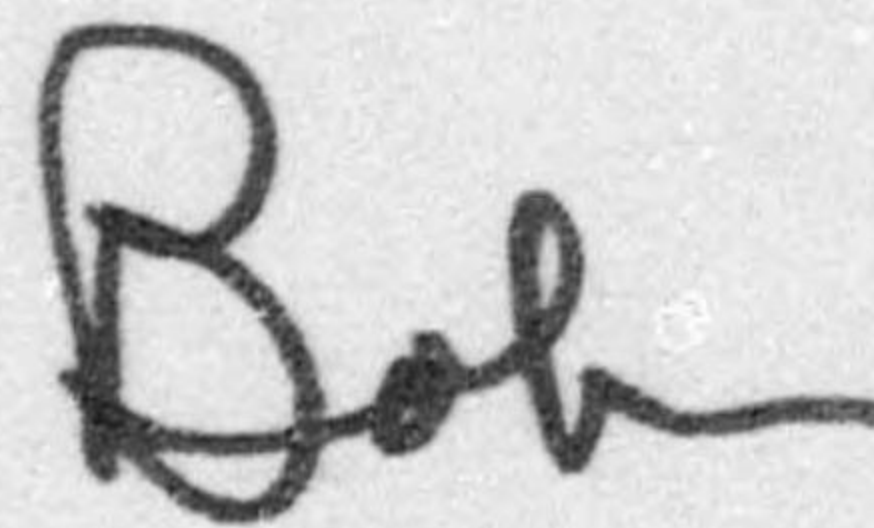
I think, of course, that Miyazawa should be retained, but the way things have turned out I question whether Dr. Asai and Mr. Yamashita would be very effective in the new set-up, although probably they should be kept to save face and so that we can give them some protection. Together they might be more effective and afford each other some protection in the new organization.

- 2 -

Yamashita has some ability, is valuable as one who has not gone thru the Red Gates, and has the interest in efficient operations of an engineer, which he is. He has more push than Asai and would, I believe, sometimes be willing to vote on the negative side of a question. Asai is a college professor and a member or ex-member of the House of Peers and, as such, he would be respected in some important circles at least. I don't know whether or not he would be willing to back up his convictions by voting against the group on a matter of importance.

I hope that these comments will be of some assistance.

Best regards,

A handwritten signature in cursive script, appearing to read "Bob".

Robert S. Hare

DEPARTMENT OF THE ARMY
~~WAR DEPARTMENT~~
CIVILIAN PERSONNEL DIVISION
OFFICE OF THE SECRETARY ~~OF THE ARMY~~
WASHINGTON 25, D. C.

30 September 1947

MEMORANDUM FOR: Mr. Blaine Hoover
FROM: W. Pierce MacCoy *WPM*
Subject: Administrative Research Bureau Personnel

Reference is made to your memorandum of 26 September on the above subject.

Frankly, I must admit I am a little confused and never was exactly straight on who were the accredited members of the Administrative Research Bureau. Of the older men I would certainly like to suggest that Dr. Asai and Messrs. Myasawa and Yamashita be retained. Of the younger men, I think the outstanding members of the group that we should request be retained to work with us should be Messrs. Hirose, Hirai and Takayanagi. I am sorry to say that there are others of the younger group whose faces I can remember but whose names now slip my mind.

TO : Brig. General C. Whitney, Chief of Government Section, G.H.Q.
FROM : Director-General of the Cabinet Secretariat.
SUBJECT : Selection of Personnel of the Temporary Personnel Committee.

30th, September 1947.

1. It is supposed that you are aware of the subject matter concerning which Mr. E. Sone, Vice Director-General, spoke to Lt. Col. C.P. Marcum informally on 29th, September.
2. With the Prime Minister's full concurrence, the views of the Japanese Government are herewith submitted to G.H.Q. as follows:

In selecting members of the Temporary Personnel Committee, the Government deems it fundamental to consider the following two factors. Firstly liaison with the American Specialists must be done satisfactorily. Secondly, the Chairman of the said Committee should be a man highly esteemed both by the Government and the people, in view of the fact that the committee is to have the same authority from July, next year, as the Personnel Board, even before the said Committee is replaced by the said Board.

From this second standpoint, the Government believes that none of the three candidates is suitable for the chairmanship. However if G.H.Q. can not concur with the Government on the choice of a Chairman, the Government is ready to withdraw its objections concerning the matter of the

committee

- 2 -

committee personnel. But it is earnestly hoped that the views of the Government will be accepted with respect to the choice of the members of the Temporary Personnel Committee after July, next year.

S. Nishio

(S. Nishio)
Director-General of
the Cabinet Secretariat.

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

29 September 1947.

MEMORANDUM FOR THE RECORD

SUBJECT: Appointments to the Temporary Personnel Authority.

The U.S. Personnel Advisory Mission to Japan recommended in its draft of a National Public Servants Law, that the persons occupying the positions of Director, Civil Service Division, Administrative Research Bureau (Prof. ASAI, Kyoshi), Director, Management Division, Administrative Research Bureau (YAMASHITA, Okiye), and President of the College of Industrial Efficiency (UENO, Yoichi), shall constitute the temporary personnel authority.

These three individuals were unanimously recommended by the Hoover Mission after six months of practically daily contact as representing the three Japanese citizens considered best qualified and most interested in the development and implementation of a civil service reform law.

The Japanese Government, after studying the recommendations of the Hoover Mission, submitted a preliminary draft of a national public service law in which they omitted the specific language of Mr. Hoover's recommendation as outlined above, on the ground that while they were not opposed to the appointment of the persons recommended by the Mission, they did not think it proper to specify those positions in the law. I approved this omission with the understanding that the Government would nevertheless appoint those persons to the temporary authority.

Today, Mr. Sone, Deputy Director General of the Cabinet Secretariat, advised me that Mr. Nishio, after considering the opinions of various members of the Administrative Research Bureau, with specific reference to Mr. Sato, Chief of the Legislative Bureau, requested that the Government be given permission not to appoint Mr. Ueno to the Authority, and indicated that Mr. Nishio was considering Mr. Iriye, former Chief of the Legislative Bureau, or Mr. Kanamori, former Minister of State, as a replacement. He also indicated that while there were no strong objections to Professor Asai or Mr. Yamashita, they would prefer to replace one of them with another member of the Administrative Research Bureau, namely, Prof. Miazawa.

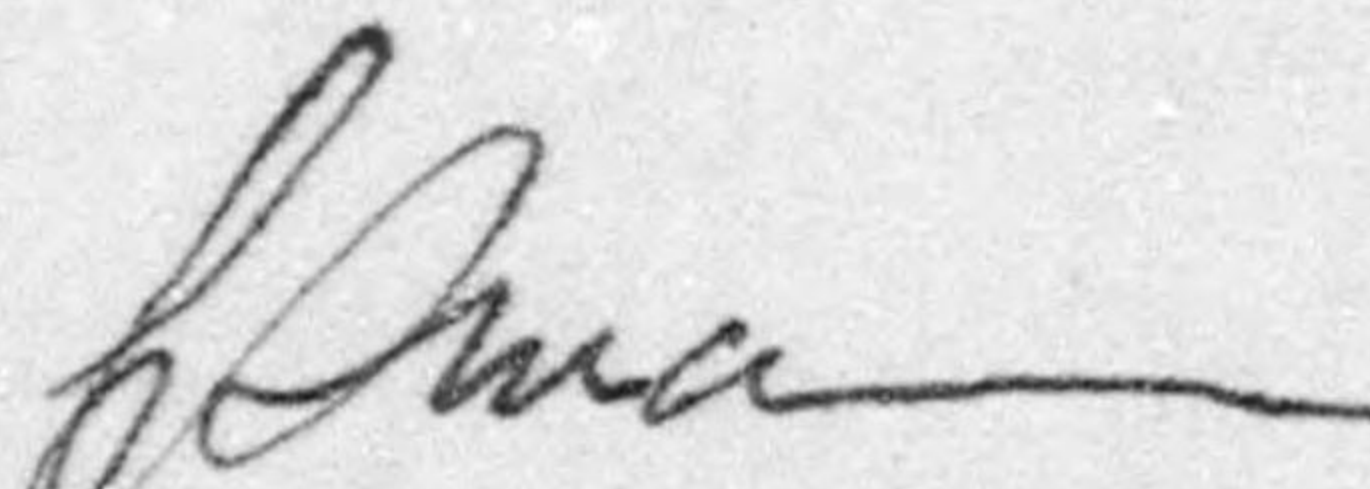
After consulting with Col Darnell, I told Mr. Sone that the request was disapproved unless Mr. Nishio could present sounder arguments. (In view of the fact that Mr. Hoover emphasized this point specifically with the Prime Minister, I also suggested that he obtain Mr. Katayama's viewpoint.)

Furthermore, I indicated that the Mission had made these specific recommendations concerning appointments to the Authority on the ground that these three men had not only demonstrated their understanding of the principles and

techniques of modern merit system administration, but had indicated sympathy with the merit system philosophy, and consequently could be expected to expedite civil service reform with the full confidence of the Mission.

It is significant that Mr. Hoover and the Mission expressed distrust of the motives of both Mr. Iriye and Mr. Maeda in their discussions with me and, in fact, alleged obstructionism. Furthermore, the Mission felt that Prof. Miazawa was a "weak sister".

Based upon my personal experience with Mr. Iriye and Mr. Maeda, I am inclined to agree with Mr. Hoover, et al, and interpret this request by Nishio as a maneuver by the old-line bureaucrats to gain control. If their motives were not suspect, I would be inclined to sympathize with the Government's request to be given discretion in making one of the three appointments, or even in considering a five-man commission, although I think a five-man commission is cumbersome, giving the Government discretion to appoint two additional members in addition to the three recommended by the Mission. It would be naive, however, to disregard the implications of this request, and would prefer to resolve the doubt in our favor by disapproving Nishio's request and insisting on the appointment of a three-man commission, composed of the three persons recommended by Mr. Hoover.



CARLOS P. MARCUM
Chief, Political Affairs Division

CIVIL SERVICE DIVISION
GOVERNMENT SECTION, GHQ--FEC

MEMORANDUM TO: Mr. Robert S. Hare

FROM: Mr. Blaine Hoover

SUBJECT: Administrative Research Bureau Personnel

I am informed that the Administrative Research Bureau may be dispersed at an early date as it is anticipated that the temporary authority will exist 1 October 1947. In this situation I desire to instruct Tokyo promptly relative to the men on the staff of the Administrative Research Bureau who should be retained as members of the authority. Will you please give me your suggestions in this connection at once. Many thanks.

26 September 1947

United States Personnel Advisory Mission to Japan

13 June 1947

MEMORANDUM TO: Mr. Blaine Hoover, Chairman, United States Personnel
Advisory Mission

SUBJECT : Legal Status of College of Industrial Efficiency - Y. Uyeno

1. As of 3 May 1947, the College of Industrial Efficiency was not operating nor is it in operation at the present time. Legal authority to operate the school exists now and has existed since the close of the war. It is planned to open an evening course in American methods of scientific management on 1 July if a sufficient number of qualified instructors can be engaged. Twelve instructors will be required. Facilities are available for one hundred pupils. Mr. Uyeno says it is not difficult to get students for evening school because most people work during the day and prefer to attend classes at night.

2. In Japan private educational institutions are classified into two categories - "authorized schools" and "miscellaneous schools". Authorized schools are those which have received formal permission from the Education Ministry to engage in public instruction and are of grade school, high school or college level. Miscellaneous schools are vocational institutions such as beauty culture training establishments, barber colleges, clerical schools, etc. These are licensed by the municipalities.

3. In April 1941 the Tokyo municipality granted Mr. Uyeno a license to open his school as a miscellaneous establishment. The school was operated until July 1943. At that time, says Mr. Uyeno, the war government ordered private schools to submit the names of all students who were in the military age bracket. Most of the pupils were later conscripted so the school was closed.

4. The buildings belonging to the school were taken over and used as offices by a company engaged in the manufacture of marine meters and fishing nets for the government.

5. After termination of the war Mr. Uyeno promptly sought permission from Tokyo municipality to re-open his school and a permit was immediately granted. However, considerable difficulty was encountered in regaining possession of the school buildings from the meter company. In fact, part of the premises are still occupied by the concern. But, says Mr. Uyeno, the company has agreed to vacate by 1 August this year. Under the new permit, Mr. Uyeno points out, he is free to operate indefinitely as a miscellaneous school and remain outside the jurisdiction of the Education Ministry. But this advantage is more than outweighed by the disadvantage that the type of student desired will not attend an institution which is not government approved.

6. Mr. Uyeno suggested that designation of his school by some American management society or by SCAP would bring forth immediate ministerial approval.

United States Personnel Advisory Mission to Japan

30 May 1947

MEMORANDUM

TO : Mr. Blaine Hoover, Chairman, United States Personnel
Advisory Mission to Japan

SUBJECT : Report from Mr. Kanazashi on Status of Request for
Approval to Establish the College of Industrial
Efficiency - Mr. Yoichi Uyeno.

1. This forenoon Mr. Kanazashi came in to report his findings with respect to the present status of Mr. Uyeno's request to the Ministry of Education for permission to establish his College of Industrial Efficiency (Sangyo Noriten Semmen Gikko). According to Mr. Kanazashi's statement, approval of the request has been withheld for the following reasons:

- A. Effective April 1, 1948, the 6-3-3 system of education will be initiated throughout Japan. Simultaneously, all special status schools and all educational foundations of a private nature must be either reorganized as public educational institutions, or abolished. Since the present school year terminates next month, it is deemed infeasible to issue a permit before the opening of the new school year in September. This would allow, even at the maximum, only seven operating months before termination on April 1, 1948. The education authorities consider it impractical to go to the effort of processing and securing the necessary teachers when the entire project would have to be abandoned after seven months. Furthermore the limited number of interested students renders the venture unsound.

2. However, Mr. Kanazashi states, the educational authorities indicated their willingness to grant the permit, to become effective September 1, 1947 and to terminate April 1, 1948, provided Mr. Uyeno can produce evidence of having sufficient funds to operate the school for that length of time without depending on the "vague prospect of additional enrollees."

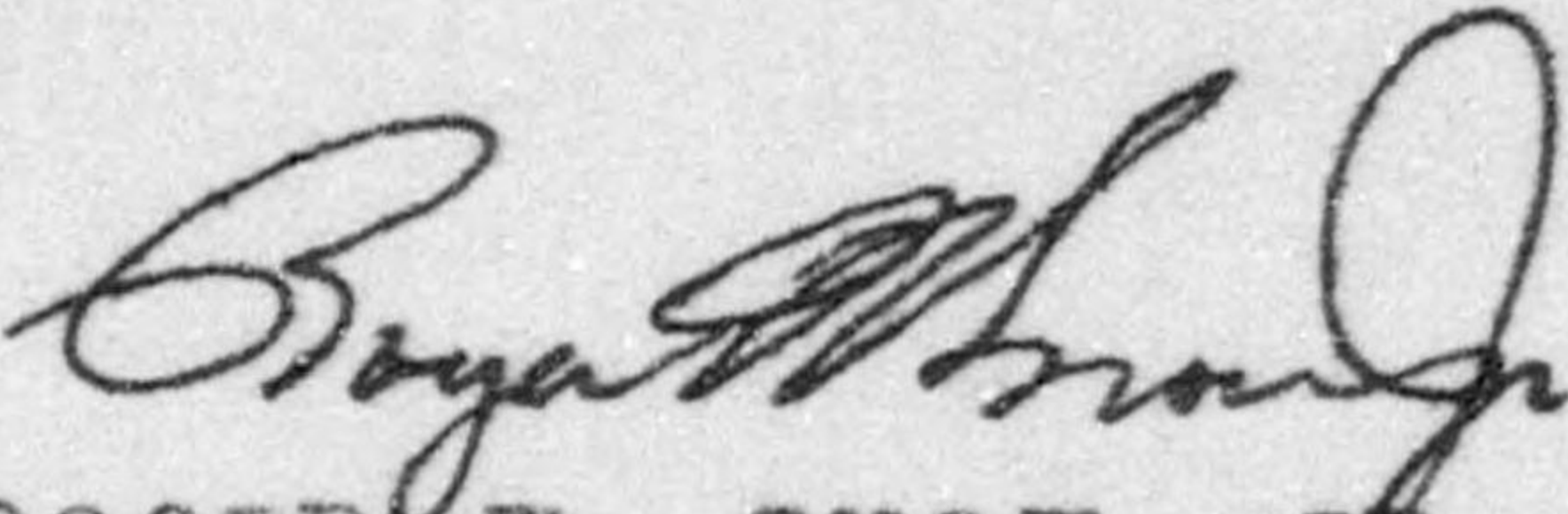
GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Government Section

19 May 1947

MEMORANDUM FOR: Mr. Blaine Hoover, Chairman,
U. S. Personnel Advisory Mission

SUBJECT : Status of Mr. Uyeno, Mr. Yamashita and
Mr. Asai under SCAPIN 550.

Questionnaires of UYENO, Yoichi; YAMASHITA, Okiye and
ASAI, Kiyoshi have been reviewed and on the basis of available
information, it was found that they do not fall under the
provisions of SCAPIN 550.


ROGER W. SNOW, JR.
Major FA
Public Service Qualifications
Division.

18 May 47

United States Personnel Advisory Mission to Japan

8 May 1947

TO: Major Jack Napier, Chief Purge Officer, Government Section,
GHQ, SCAP.

FROM: Mr. Blaine Hoover, Chairman, United States Personnel Advisory
Mission to Japan.

SUBJECT: Personnel Investigation.

1. I submit herewith questionnaires on the following named men:

Kiyoshi Asai
Okiiye Yamashita
Yoichi Uyeno

2. Included are such allied data as our files contain.

3. Will you please be so kind as to determine and inform me whether any one of these men is disqualified under purge policies from holding high administrative office in the Japanese National Government.

Blaine Hoover, Chairman
United States Personnel
Advisory Mission to Japan

Re this: all individuals cleared - DUG

4/23/47

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
United States Personnel Advisory Mission to Japan

MEMORANDUM

17 April 1947

TO : Mr. Blaine Hoover, Chairman, U.S. Personnel Advisory Mission.
SUBJECT: Status of Request for Approval of Establishment of College of Industrial Efficiency - Mr. Ueno.

On Wednesday, 16 April, I discussed with Mr. Ueno the status of his request to the Ministry of Education to establish his College of Industrial Efficiency (Sangyo Noritsu Senmon Gakko). Mr. Ueno stated that he had filed his original request with the Ministry of Education in August, 1946. Since that date he has been called back repeatedly for minor corrections and additions to his original application. At present his request is pending in the Specialized Section for Higher Education (Senmon Kyoiku Kyoku) which is a section under the Bureau for Higher Schools (Gakko Kyoku).

On 13 April 1947 he was again called into the Specialized Section for Higher Education and requested to provide them with a complete resumé of his personal historical background, education, experience, etc. He was advised this was required for consideration by the Purge Committee. He called their attention to the fact that he had previously been approved by the Purge Committee prior to the approval of his appointment by the Cabinet to the position of Advisor to the Administrative Research Bureau. However, he was informed that he would have to again provide this same material since this was another part of the government.

Since Mr. Daisaburo Hidaka, Bureau Chief, has advised Mr. Ueno that his application is in order, it is felt that if this could be moved from the hands of the section to the office of the Bureau Chief prompt approval might be received for the establishment of the College of Industrial Efficiency at an early date.

Just for the record. I ascertain^{ed} that Mr. Ueno feels that a tuition of ¥1200 should be charged each student. However, the Ministry of Education has informed him that he cannot charge more than ¥800. All students must be graduates of middle school to secure entrance into the college. The course requires 3 years for graduation and operates on a three-term basis -- April through July, month of August for vacation, September through December and January through March. Graduation is held each year at the end of March and

4/16/47 Asked Mr. Kasuya where matter stands.

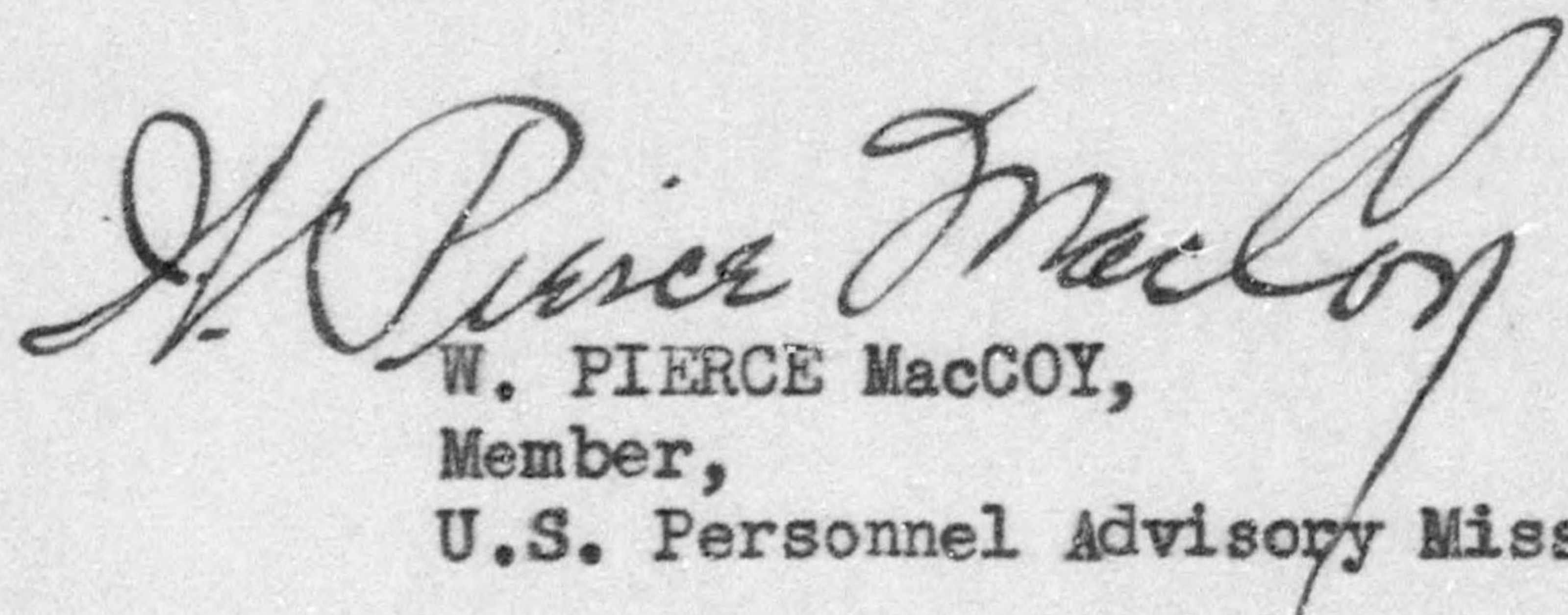
Permit is in process of approval
will require seven weeks for completion

6 May 47 -

Mr. Kasanishi will contact Education
Ministry regarding this matter and report find-
ings to Mission.

the new year begins on April 1. This is in conformance with all schools in Japan.

Mr. Ueno holds two titles: (1) Head of the College which could be translated as Director or President, and (2) Director of the Foundation. This latter title is required since he is the Director of the collection of the funds for the operation of the college. At present the fund contains ¥150,000. He has a building available which is 300 Tsubo in size. At present he has 10 students ready to enter. As soon as he receives approval for the establishment of his school, he feels that this will be increased to 100 students.


W. PIERCE MacCOY,
Member,
U.S. Personnel Advisory Mission

WPM/lh

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS
Personnel Advisory Mission
Government Section

24 March 1947

TO: Members of the Mission

FROM: Robert S. Hare

Mr. Y. Ueno, phone 02-4315, called to attend the seminar which was postponed until next week. We held a short conference in which it was brought out that he is the head of the College of Industrial Efficiency, which has been closed for three years and will reopen in April.

As Industrial Engineer for "Noritak" for three years, he laid out the production lines and did a job classification for the plant. He established production standards and a position classification plan based on duties and responsibilities which covered 2500 employees and consisted of approximately 700 classes.

The pay schedule consisted of:

1. Operation wage.
Standard output - standard wage.
2. Personal wage.
 - a. Family dependents (statistics showed very close correlation between age and number of dependents so that age would be taken as a factor without considering dependents).
 - b. Length of service.
 - c. Personality - rated by 3 to 5 supervisors every 3 months.

Mr. Ueno is an advisor to the Administrative Research Bureau and says he is the only one who has any understanding of industrial engineering and personnel administration. The advisors are "a poor lot who do nothing but chatter at the monthly meetings." "One old fellow, a member of the House of Peers, says you can do many things, but there is no scientific way to handle personnel." The efficiency of the Japanese government can be greatly increased and he (Mr. Ueno) has statistical information which he will produce at the next meeting of the advisors to show that staff can be reduced to one third of its present size by adopting efficient methods. He says that entirely too much emphasis is placed upon a knowledge of law by officials rather than upon knowledge of the work upon which the officials are engaged.

CONFIDENTIAL

THE KEIO UNIVERSITY
(KEIOGIJUKU)

File

NO. 2 2-CHOME MITA, SHIBA-KU, TOKYO.

TOKYO. March, 4th, 1947

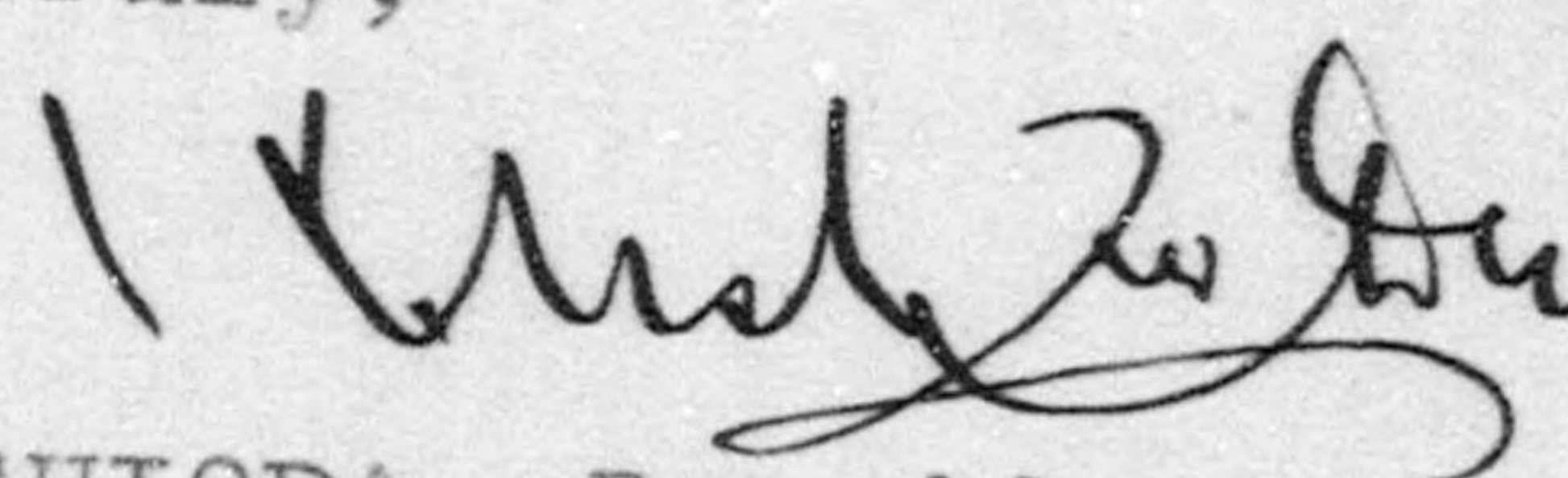
Mr. Blaine Hoover, Chairman
Personnel Advisory Mission.
Dai Ichi Bldg.

Dear Mr. Hoover:

I have duly received your letter of the 13th ultimo.

I am only pleased to inform you that Dr. Kiyoshi Asai, Professor of this University, will be granted to take leave during coming April, May and June, so that he may be able to assume his duty as the Director of the Civil Service Division of the Administrative Research Bureau of the Cabinet and to cooperate with your Personnel Advisory Mission.

Yours truly,


KOJI USHIODA, President
Keio University

MC/PL06

3/1/47

Tokyo, Japan
13 February 1947

Dr. E. Ushioda, President
Keio University
Hiyoshi, Japan

Dear Dr. Ushioda:

Dr. Kiyoshi Asai, Professor of Administrative Law at Keio University, occupies the post of Director of the Civil Service Division of the Administrative Research Bureau of the Cabinet, and is now engaged in the work connected with the fundamental reforms of the civil service system in Japan. In this connection, he is cooperating closely with the Personnel Advisory Mission.

The Personnel Advisory Mission to Japan will terminate its work about June 1. Prior to that time, in order to complete its program, it is obliged to put a heavy work load on its staff and the gentlemen who are cooperating with it, including Dr. Asai. We anticipate that the work assigned Dr. Asai during the next three months and a half will be heavier than he or anyone else should be asked to carry in connection with outside duties such as he has assumed.

It is our understanding that Dr. Asai's lectures at Keio University will be completed at the end of February and that the University will be closed during March. It would be of real assistance to the progress of this Mission if Dr. Asai could be granted a leave of absence from Keio University during April, May and possibly June.

I take the liberty of inquiring whether such leave could be granted and to insure you that such action would be appreciated.

Very sincerely yours,

BLAINE HOOVER, Chairman
Personnel Advisory Mission

EH:rad

Points for Mr. Hoover's proposed letter to Dr. E. Ushioda,
President of Keio University:

1. Dr. Asai, Professor of your university, occupies the post of Director of the Civil Service Division of the Administrative Research Bureau of the Cabinet, and is now engaged in the work connected with the fundamental reforms of the Civil Service System in Japan, in close co-operation with the Personnel Advisory Mission.

2. As the period of its stay in Japan is limited, it is imperative for the Personnel Advisory Mission to reach the conclusions of its work in the very near future.

3. Dr. Asai is already very busy with heavy pressure of work, but more so in the next few months.

4. Dr. Asai's lectures at your university will be completed at the end of February, and the university will be closed for March.

5. In order that he may be able to devote the whole time to the prosecution of our joint work, I would, therefore, request you to grant Dr. Asai, three months' leave from April to June.

The Institute of Industrial Efficiency

Yoiti Ueno, Director

3-712 Todoroki,
28 Huzimiyō Azabu Setagaya,
Tokyo Japan

Tele. 02-4315

Gentlemen:-

According to Dr. Asai, Mr. Maeda told him that the Cabinet has the following intention to make some change in the personnel of the Temporary Civil Service Commission.

1. The Principal of the Commission is to be selected among from the bureaucrats, not from the public.
2. Dr. Asai & Mr. Yamashita may be transferred there as the natural continuation of the present positions.
3. In consequence, Ueno is to be eliminated.

We are wondering whether you have received such a request from the Cabinet. As to the origin of the proposal or rumour, I am not sure whether it is but an idea of some one individual, or the opinion of the Cabinet as a whole.

Since Mr. Hoover told me to be a member of the Personnel Authority, I have been making preparations

The Institute of Industrial Efficiency

Yoiti Ueno, Director

28 Huzimityo Azabu
Tokyo Japan

to settle with my present jobs and to open the way to be able to assume the governmental service.

But in case the proposed change be accepted by G. S., I have to make another big change in my turn of mind.

Of course I am not insisting in either way. If you think the Authority need Ueno for the improvement of administrative efficiency, I should be glad to work for it. If you don't, I will remain as it is, and continue to do my best for the advancement of scientific management as before.

Anyway, if there is some possibility to accept their request to make change in the list of members, I should like to be informed thereof at the earliest convenience.

End.

Y. Ueno