Y.U.式性格シラベ

ナマエ　　カヅエドシ　　男 女・

現在ノシゴト——外務 內務 事務 技術 製造 販賣 經營
（相當スル 項ニ イクツデモ レシテ タダサイ）

〔注意〕ツギニ 144ノ 項目ガ ナラベテ アリマス。ソノ ウチデ コレワ タシカニ 自分ノ 性質ダト オモウ モノニ レシテ クダサイ ウタガワシイ モノニワ ツケナクトモ ヨイデス。

1 セワズキ デアル
2 ワリニ 融通ガ キカナイ
3 スグ シゴトニ アキル
4 活氣ガ ナイ
5 ワリニ 妥協的デ アル
6 ワリニ ムダヅカイヲ セヌ
7 臨機應變ノ 處置ガ デキル
8 ワリニ 主張ヲ マゲナイ
9 ヨク 冗談ヤ シャレヲ イウ
10 イウコト ナスコトガ ギゴチナイ
11 子供ズキデ アル
12 ヨク 小理屈ヲ コネル
13 ヨク 笑フ
14 思慮深イ 方デ アル
15 考ヤ 行イガ アマリ 理想ニ 走ラヌ
16 シツッコイ
17 アマリ 小理屈ヲ コネナイ
18 スポーツガ 嫌イデ アル
19 極端ナ コトワ ヤラナイ
20 ナカナカ 人ノ 話ニ ノラナイ
21 現實主義者 デアル
22 友達ガ 少イ
23 ナミダ モロイ
24 ヒトト 會食スルコトワ 好マヌ
25 活氣ガ アル
26 形式 バル
27 ワリニ ノンキデ アル
28 目的ヲ 固執スル
29 考エ方ガ 折衷的デ アル
30 ワリニ ウチアケ ナイ
31 マメニ ヨク 働ク
32 オ世辭ガ ナイ
33 人中デ 固クナラズ 自由ニ 談笑スル
34 人ニ タノマレテモ ナカナカ ウントイワヌ
35 現實的ナコト 以外ニ アコガレヲ モツ コトワ ナイ
36 氣分ガ イツモ 沈ンデ イル
37 目的ヲ 必ズシモ 固執シナイ
38 新シイ コトニワ ナカナカ ナレナイ
39 主義ヲ タテナイ
40 ヒトノ セワニ ナルノガ キライ
41 アケッパナシデ アル
42 ワリニ カラダヲ ウゴカサナイ
43 人ノ 說ヲ 信ジ ヤスイ
44 冗談ヤ シャレガ ナイ
45 サッパリ シテ イル

46 イツモ 靜カニ 落ツイテイテ ハシ~ヤグ コトワナイ
47 ヒトナカニ デル ノガ スキ
48 永遠エノ アコガレ ガ アル
49 スポーツ ガ 好キ デアル
50 割ニ 人カラ スカレ ナイ
51 現實的 實際的ノ ヨミモノヲ 好ム
52 初對面ノ ヒトニワ ナカナカ ウチトケナイ
53 形式 バラ ナイ
54 事ヲ スル 際ニ 必要以上ニ 緊張スル
55 イウコト ナスコトガ ワザト ラシクナイ
56 ワリニ 心配性デ アル
57 ワリニ 人ニ スカレル
58 アツユ ガ スキ
59 海ヨリモ 山ガ スキ
60 人ノ 話ニ 對シ イツモ 批評的 嘲弄的デ アル
61 ヨク シャベル 方デス
62 仕事ニ トリカカルト 中々 ヤメナイ
63 ハシャグ コトモアリ 靜カニ 落ツイテ イル コトモ アル
64 人文科學ヨリ 自然科學ガ スキ
65 スグ 人ノ 話ニ ノル
66 物事ニ コダワル
67 腹藏ナク 話ス
68 オコルト ナカナカ ナオラナイ
69 キゲンガ ヨク ナッタリ ワルク ナッタリ スル
70 ワリニ 世話ズキ デナイ
71 オコリッポイ ガ スグ ナオル
72 イツモ 空想的ナ コト バカリ 企テル
73 初對面ノ ヒトニ スグ ウチトケル
74 キゲン ガ トクベツニ ヨクワ ナイ ガ トクベツニ ワルクモ ナイ
75 キゲンガ イツモ ホガラカデ アル
76 腹ヲ 割ッテ 話ヲ シナイ
77 計畫ノ タテカタガ 大ザッパ デアル
78 服裝ヲ 氣ニ スル
79 ドンナ 場合ニモ 余リ 緊張シナイ
80 自ラ スポーツヲ ヤラヌ
81 サミシガリヤ デアル
82 クソ マジメニ 考エ コム
83 ヌルユ ガ スキ
84 ナニカ ハジメルト 夢中ニ ナル
85 人ト 會食スル コトガ 好キデ アル
86 ノミコミワ オソイガ マチガイガ ナイ
87 物事ニ コダワラヌ
88 氣持ガ ワリニ カワラナイ
89 人ニ タノマレタラ ヒキウケ ヤスイ
90 徹底的ニ 主義ヲ タテル
91 ワリニ ムダヅカイヲ スル
92 ナミダ モロク ナイ
93 ワリニ 融通ガ キク
94 ワリニ 無口デ アル
95 ワカリガ 早イガ 深ク ツッコンデ 考エナイ
96 ジット シテ イルコトガ オーイ
97 新シイ コトニ スグ ナレル
98 アマリ 笑ワナイ
99 ハヤノミコミ デアルガ マチガイガ アル
100 氣ガ ツイテ イテモ ナカナカ 實行シナイ
101 服裝ヲ カマワナイ
102 山ヨリモ 海ガ スキ

46 イツモ 靜カニ 落ツイテイテ ハシ-ャグ コトワナイ
47 ヒトナカニ デル ノガ スキ
48 永遠エノ アコガレ ガ アル
49 スポーツ ガ 好キ デアル
50 割ニ 人カラ スカレ ナイ
51 現實的 實際的ノ ヨミモノヲ 好ム
52 初對面ノ ヒトニワ ナカナカ ウチトケナイ
53 形式 バラ ナイ
54 事ヲ スル 際ニ 必要以上ニ 緊張スル
55 イウコト ナスコトガ ワザト ラシクナイ
56 ワリニ 心配性デ アル
57 ワリニ 人ニ スカレル
58 アツユ ガ スキ
59 海ヨリモ 山ガ スキ
60 人ノ 話ニ 對シ イツモ 批評的 嘲弄的デ アル
61 ヨク シャベル 方デス
62 仕事ニ トリカカルト 中々 ヤメナイ
63 ハシャグ コトモアリ 靜カニ 落ツイテ イル コトモ アル
64 人文科學ヨリ 自然科學ガ スキ
65 スグ 人ノ 話ニ ノル
66 物事ニ コダワル
67 腹藏ナク 話ス
68 オコルト ナカナカ ナオラナイ
69 キゲンガ ヨク ナッタリ ワルク ナッタリ スル
70 ワリニ 世話スキ デナイ
71 オコリッポイ ガ スグ ナオル
72 イツモ 空想的ナ コト バカリ 企テル
73 初對面ノ ヒトニ スグ ウチトケル
74 キゲン ガ トクベツニ ヨクワ ナイガ トクベツニ ワルクモ ナイ
75 キゲンガ イツモ ホガラカデ アル
76 腹ヲ 割ッテ 話ヲ シナイ
77 計畫ノ タテカタガ 大ザッパデアル
78 服裝ヲ 氣ニ スル
79 ドンナ 場合ニモ 糸リ 緊張シナイ
80 自ラ スポーツヲ セラヌ
81 サミシガリヤ デアル
82 クソ マジメニ 考ヒ コム
83 ヌルユ ガ スキ
84 ナニカ ハジメルト 夢中ニ ナル
85 人ト 會食スル コトガ 好キデ アル
86 ノミコミワ オソイガ マチガイガ ナイ
87 物事ニ コダワラヌ
88 氣持ガ ワリニ カワラナイ
89 人ニ タノマレタラ ヒキウケ ヤスイ
90 徹底的ニ 主義ヲ タテル
91 ワリニ ムダヅカイヲ スル
92 ナミダ モロク ナイ
93 ワリニ 融通ガ キク
94 ワリニ 無口デ アル
95 ワカリガ 早イガ 深ク ツッコンデ 考エナイ
96 ジット シテ イルコトガ オーイ
97 新シイ コトニ スグ ナレル
98 アマリ 笑ワナイ
99 ハヤノミコミ デアルガ マチガイガ アル
100 氣ガ ツイテ イテモ ナカナカ 實行シナイ
101 服裝ヲ カマワナイ
102 山ヨリモ 海ガ スキ

103 オ世辭ガ ヨイ
104 社交的デ ナイ
105 スポーツ ヲ ヤル
106 謹直デ アル
107 ヨロコンデ 人ノ セワニ ナル
108 モヨー ガエヲ 好マナイ
109 氣持ガ イロイロ カワル
110 考エ方ガ 獨斷的 デアル
111 氣ガ チリ ヤスイ
112 計畫ノ タテカタガ コマカイ
113 病氣ヲ 大事ニ シナイ
114 ワリニ 憐ミガ ナイ
115 人情ブカイ 方デ アル
116 孤獨ヲ 好ム
117 イツデモ 出來ソーナ コト バカリ [illegible]ル
118 理想主義者デ アル
119 ジット シテ イナイ
120 人ノ オモワクヲ 氣ニ スル
121 自然科學ヨリ 人文科學ガ スキ
122 内氣デ ハニカミヤ デ アル
123 ワリニ 輕ハズミデ アル
124 引込思案デ アル
125 社交的デ アル
126 ヤヤモ スルト 理想ニ 走リ タガル
127 享樂ヲ 好ム
128 ジミデ アル
129 思イ タッタラ スグ 實行スル
130 外面ワ 平氣ノ 樣デアルガ 内心 敏感デ アル
131 人ニ 親切デ アル
132 ワリニ 親切デ ナイ
133 友達ガ オーイ
134 極端ニ ハシリ ヤスイ
135 氣ガルデ アル
136 病氣ヲ キニ スル
137 机ノ ムキ ナドヲ カエル ノガ スキ
138 傳奇的 夢幻的ナ ヨミモノヲ 好ム
139 ハデ ゴノミデ アル
140 臨機應變ノ 處置ガ デキナイ
141 内心 感ズル 以上ニ 表現ガ オーゲサ デアル
142 ヒトナカニ デタガラナイ
143 ヒトノ オモワクヲ 氣ニ シナイ
144 アマリ 子供スキ デナイ

參考ノ タメ シタノ 相當スル ホーニ レ シテ クダサイ

1 脊ワ ヒクイ 方デス　タカイ 方デス
2 指ヤ ツメワ ミジカイ ホーデス　ナガイ ホーデス
3 便秘シヤスイ ホーデス　下痢シ ヤスイ ホーデス
4 ハヤネ ハヤオキ ノ ホーデス　ヨイッパリ ノ アサネボー
5 シラガ ニ ナラズ ハゲル　ハゲズニ シラガ ニナル
6 聲ノ調子ガ ヒクイ　タカイ ホーデス
7 色ワ クロイ ホーデス　シロイ ホーデス
8 デノヒラワ カワイテ イマス　アセバンデ イマス
9 マルガオ ノ ホーデス　オモナガ ノ ホーデス
10 カミノ ケワ スクナイ ホー　オーイ ホー
11 ワケ ガ オーイ　ワケ ワ スクナイ
12 ミミノ ナカワ カワイテ イル　シケテ イル

集計 { 精神的特質 (1)/(2) =——=
肉體的特徴 左/右 =——= }

103 才能辯ガ ヨイ
104 社交的デ ナイ
105 スポーツ ヲ ヤル
106 謹直デ アル
107 ヨロコンデ 人ノ セワニ ナル
108 モヨー ガエヲ 好マナイ
109 氣持ガ イロイロ カワル
110 考エ方ガ 獨斷的 デアル
111 氣ガ チリ ヤスイ
112 計畫ノ タテカタガ コマカイ
113 病氣ヲ 大事ニ シナイ
114 ワリニ 憐ミガ ナイ
115 人情ブカイ 方デ アル
116 孤獨ヲ 好ム
117 イツデモ 出來ソーナ コト バカリ 考エ ル
118 理想主義者デ アル
119 ジット シテ イナイ
120 人ノ オモワクヲ 氣ニ スル
121 自然科學ヨリ 人文科學ガ スキ
122 内氣デ ハニカミヤ デ アル
123 ワリニ 輕ハズミデ アル
124 引込思案デ アル
125 社交的デ アル
126 ヤヤモ スルト 理想ニ 走リ タガル
127 享樂ヲ 好ム
128 ジミデ アル
129 思イ タッタラ スグ 實行スル
130 外面ワ 平氣ノ 樣デアルガ 内心 敏感デ アル
131 人ニ 親切デ アル
132 ワリニ 親切デ ナイ
133 友達ガ オーイ
134 極端ニ ハシリ ヤスイ
135 氣ガルデ アル
136 病氣ヲ キニ スル
137 机ノ ムキ ナドヲ カエル ノガ スキ
138 傳奇的 夢幻的ナ ヨミモノヲ 好ム
139 ハデ ゴノミデ アル
140 臨機應變ノ 處置ガ デキナイ
141 内心 感ズル 以上ニ 表現ガ オーゲサ デアル
142 ヒトナカニ デタガラナイ
143 ヒトノ オモワクヲ 氣ニ シナイ
144 アマリ 子供ズキ デナイ

參考ノ タメ シタノ 相當スル ホーニ レ シテ クダサイ

1	脊ワ ヒクイ 方デス	タカイ 方デス
2	指ヤ ツメワ ミジカイ ホーデス	ナガイ ホーデス
3	便秘シヤスイ ホーデス	下痢シ ヤスイ ホーデス
4	ハヤネ ハヤオキ ノ ホーデス	ヨイッパリ ノ アサネボー
5	シラガ ニ ナラズ ハゲル	ハゲズニ シラガ ニナル
6	膵ノ 調子ガ ヒクイ	タカイ ホーデス
7	色ワ クロイ ホーデス	シロイ ホーデス
8	テノヒラ ワ カワイテ イマス	アセバンデ イマス
9	マルガオ ノ ホーデス	オモナガ ノ ホーデス
10	カミノ ケ ワ スクナイ ホー	オーイ ホー
11	ツケ ガ オーイ	ツケ ワ スクナイ
12	ミミノ ナカワ カワイテ イル	シケテ イル

集 計 { 精神的特質 (1)=— —= (2) / 肉體的特徴 左=——= 右 }

103 オ世辭ガ ヨイ
104 社交的デ ナイ
105 スポーツ ヲ ヤル
106 謹直デ アル
107 ヨロコンデ 人ノ セワニ ナル
108 モヨー ガエヲ 好マナイ
109 氣持ガ イロイロ カワル
110 考エ方ガ 獨斷的 デアル
111 氣ガ チリ ヤスイ
112 計畫ノ タテカタガ コマカイ
113 病氣ヲ 大事ニ シナイ
114 ワリニ 憐ミガ ナイ
115 人情ウカイ 方デ アル
116 孤獨ヲ 好ム
117 イツデモ 世話ヤーナ コト バカリ 考エ ル
118 理想 主義者デ アル
119 ジット シテ イナイ
120 人ノ オモワクヲ 氣ニ スル
121 自然科學ヨリ 人文科學ガ スキ
122 内氣デ ハニカミヤ デ アル
123 ワリニ 輕ハズミデ アル
124 引込思案デ アル
125 社交的デ アル
126 ヤヤモ スルト 理想ニ 走リ タガル
127 享樂ヲ 好ム
128 ジミデ アル
129 思イ タッタラ スグ 實行スル
130 外面ワ 平氣ノ 樣デアルガ 内心 敏感デ アル
131 人ニ 親切デ アル
132 ワリニ 親切デ ナイ
133 友達ガ オーイ
134 極端ニ ハシリ ヤスイ
135 氣ガルデ アル
136 病氣ヲ キニ スル
137 机ノ ムキ ナドヲ カエル ノガ スキ
138 傳奇的 夢幻的ナ ヨミモノヲ 好ム
139 ハデ ゴノミデ アル
140 臨機應變ノ 處置ガ デキナイ
141 内心 感ズル 以上ニ 表現ガ オーゲサ デアル
142 ヒトナカニ デタガラナイ
143 ヒトノ オモワクヲ 氣ニ シナイ
144 アマリ 子供ズキ デナイ

参考ノ タメ シタノ 相當スル ホーニ レ シテ クダサイ

1	脊ワ ヒクイ 方デス	タカイ 方デス
2	指ヤ ツメワ ミジカイ ホーデス	ナガイ ホーデス
3	便秘シヤスイ ホーデス	下痢シ ヤスイ ホーデス
4	ハヤネ ハヤオキ ノ ホーデス	ヨクッパリ ノ アサネボー
5	シラガ ニ ナラズ ハゲル	ハゲズニ シラガ ニナル
6	聲ノ調子ガ ヒクイ	タカイ ホーデス
7	色ワ クロイ ホーデス	シロイ ホーデス
8	テノヒラ ワ カワイテ イマス	アセバンデ イマス
9	マルガオ ノ ホーデス	オモナガ ノ ホーデス
10	カミノ ケ ワ スクナイ ホー	オーイ ホー
11	ツケ ガ オーイ	ツケ ワ スクナイ
12	ミミノ ナカワ カワイテ イル	シケテ イル

集 計 { 精神的特質 (1)/(2) =——=
肉體的特徴 左/右 =——=

103 オ世辭ガ ヨイ
104 社交的デ ナイ
105 スポーツ ヲ ヤル
106 謹直デ アル
107 ヨロコンデ 人ノ セワニ ナル
108 モヨー ガエヲ 好マナイ
109 氣持ガ イロイロ カワル
110 考エ方ガ 獨斷的 デアル
111 氣ガ チリ ヤスイ
112 計畫ノ タテカタガ コマカイ
113 病氣ヲ 大事ニ シナイ
114 ワリニ 憐ミガ ナイ
115 人情ブカイ 方デ アル
116 孤獨ヲ 好ム
117 イツデモ 出來ソーナ コト バカリ 企ラル
118 理想主義者デ アル
119 ジット シテ イナイ
120 人ノ オモワクヲ 氣ニ スル
121 自然科學ヨリ 人文科學ガ スキ
122 内氣デ ハニカミヤ デ アル
123 ワリニ 軽ハズミデ アル
124 引込思案デ アル
125 社交的デ アル
126 ヤヤモ スルト 理想ニ 走リ タガル
127 享樂ヲ 好ム
128 ジミデ アル
129 思イ タッタラ スグ 實行スル
130 外面ワ 平氣ノ 樣デアルガ 内心 敏感デ アル
131 人ニ 親切デ アル
132 ワリニ 親切デ ナイ
133 友達ガ オーイ
134 極端ニ ハシリ ヤスイ
135 氣ガルデ アル
136 病氣ヲ キニ スル
137 机ノ ムキ ナドヲ カエル ノガ スキ
138 傳奇的 夢幻的ナ ヨミモノヲ 好ム
139 ハデ ゴノミデ アル
140 臨機應變ノ 處置ガ デキナイ
141 内心 感ズル 以上ニ 表現ガ オーゲサ デアル
142 ヒトナカニ デタガラナイ
143 ヒトノ オモワクヲ 氣ニ シナイ
144 アマリ 子供ズキ デナイ

參考ノ タメ シタノ 相當スル ホーニ レ シテ クダサイ

1	脊ワ ヒクイ 方デス	タカイ 方デス
2	指ヤ ツメワ ミジカイ ホーデス	ナガイ ホーデス
3	便秘シヤスイ ホーデス	下痢シ ヤスイ ホーデス
4	ハヤネ ハヤオキ ノ ホーデス	ヨイッパリ ノ アサネボー
5	シラガ ニ ナラズ ハゲル	ハゲズニ シラガ ニナル
6	醫ノ 調子ガ ヒクイ	タカイ ホーデス
7	色ワ クロイ ホーデス	シロイ ホーデス
8	テノヒラ ワ カワイテ イマス	アセバンデ イマス
9	マルガオ ノ ホーデス	オモナガ ノ ホーデス
10	カミノ ケ ワ スクナイ ホー	オーイ ホー
11	ツケ ガ オーイ	ツケ ワ スクナイ
12	ミミノ ナカワ カワイテ イル	シケテ イル

集計 { 精神的特質 (1)/(2) =——— 肉體的特徴 左/右 =———

1-16-49

The Age Limit of Government Officials (Letter to the Editor) - Mainichi

22 Dec 48. Translator: H. Konishi

Summary:

The National Public Service examinations have been announced. The aims of the new system are to employ capable personnel irrespective of academic cliques, sex, and factions, and to abolish the old bureaucratic organization. But the age limit of 30 is indeed incomprehensible.

Many of the Government officials involved in the recent scandals were under 30 years of age, and on the other hand there are many capable repatriates above 30 who cannot become government officials because of the age limit. Public Service personnel should be made up of those over 30 with stable ideologies, abundant experiences and who are learned and honest.

The majority of the people around 30 have had a few years of educational vacuum due to the war and for economical reasons a great many of them are endeavoring to attain an education equivalent to a university graduate by self-study. Thus, it will be a great loss to the Government to disappoint these people.

(By ITO, Masaru Government official
TOSHIMA, TOKYO)

File Exhibit II-1

AN OPEN COMPETITIVE EXAMINATION FOR THE JAPANESE CIVIL SERVICE

With the passage of the Japanese Civil Service law in October 1947, it became necessary for the Temporary Personnel Commission to prepare for the creation of a staff for the permanent Personnel Commission which would come into existence on 1 July 1948. The Temporary Commission appointed one of its own members, Mr. Yoishi Ueno, a committee of one to conduct an open competetive examination for the purpose of selecting 220 persons for members of the staff. Mr. Ueno was formerly president of the Taylor Society in Japan and is still the head of what is left in Japan of the Society for the Advancement of Management. The success of the examination was largely due to the ability and understanding of Mr. Ueno in carrying out the suggestions made by the Civil Service Division. The persons to be selected as a result of the examination are ultimately to be appointed to positions in the staff of the permanent Commission. The positions will include a variety of administrative posts as well as those for technicians on classification and examination work. They will be given a training course lasting over 100 days and then will continue to be trained in the respective positions which they will occupy.

The open competitive examination held for this purpose was given on 15 January 1948. It is the first open competitive civil service examination to be held in preparation of the establishment of the merit system in the democratic form of government for Japan. Heretofore, examinations have been held by the Japanese government for higher civil service positions but they were mere pass examinations, primarily, for the purpose of qualifying graduates of Tokyo Imperial University for certain government positions.

This examination was prepared in the following way. The staff of the Civil Service Division of the Government Section, S.C.A.P. started early in December 1947 to study the needs for the staffing of a permanent personnel agency for Japan. Conferences were held with members of the Temporary Personnel Commission for Japan and at the request of the Temporary Commission, five members of the staff of the Civil Service Division started, about the second week in December, to create test material. It was determined that the examination itself should be a short-answer, multiple-choice question type for the purpose of determining intelligence at approximately the college or university level with some emphasis on aptitude for government personnel work. In order to construct test questions which were appropriate for Japanese use and translation, about 250 test items were made by the Civil Service Division. From these, 100 items were selected for the test after conferences with representatives of the Temporary Personnel Commission, chiefly, with the advice and cooperation of Mr. Ueno.

The Japanese examination papers with the instructions to candidates are shown in Exhibit (A). On the original translation from English to

Japanese, every effort was made to preserve the English meaning. The English text of the questions shown in Exhibit (B) is not the original prepared by the Civil Service Division, but a translation back into English from the Japanese. This re-translation is given here in order that one may gain an impression of the slight distortion in modes of expression in the Japanese language. In one case, Question 39, the translation quite completely changed the meaning so that the answers were rendered inapplicable. All papers on this question were scored right. In any case, the item analysis of this question showed that the high candidates all chose the right answer and so also did a vast majority of the poor candidates.

The short answer type of examination question was quite unfamiliar to the Japanese although true-false questions have sometimes been used in college or university entrance examinations.

Because of the strangeness of this method of examining for government positions in Japan, it was agreed that the candidates should be given extra time in which to complete their work. The 100 questions were divided into two parts, fifty given in the morning and the other fifty in the afternoon, with three hours allowed to the candidates in each session.

The examination was advertised in the Japanese press and on the Japanese radio. It was also advertised through SCAP by sending information to the Military Government teams having responsibility in each of the forty-six prefectures throughout the country. As the result of the advertising, nearly 1300 applications were filed. An effort was made to recruit applicants primarily from among the most recent graduates of the universities (Dai Gakko) and the junior colleges (Senmon Gakko) throughout the country. There are about 50 universities and 300 colleges in Japan. However, the examination was open to any citizen who was a graduate of a middle school (Chuto Gakko). The middle school in Japan is approximately at high school level.

Because of the lack of physical facilities, it was impossible to hold the examination in different parts of the country and all candidates were required to appear at Nippon University in Tokyo. Approximately 1,000 candidates appeared at the appointed hour at Nippon University in Tokyo, although only 902 persons completed the examination. The physical arrangements for the examination were far from ideal. Tokyo still suffers severely from the effects of war. The buildings of the universities are without heat, and it was a cold day; some of the broken windows have not been replaced; instead of tables and comfortable chairs, the candidates were required to sit on small benches with only narrow shelves to write on. The candidates had to be assembled in a court-yard where their applications were checked and they were assigned numbers to be used on their papers. From there they were directed to their seats which were in four different rooms in the university. All the usual precautions to preserve anonymity of the candidates were taken.

In spite of the lack of adequate physical conditions and difficulties of transportation, the plan for the examination was so well organized and carried out that the examination started exactly on time. It was orderly, well-monitored, and even though candidates were seated closely together, there was no evidence of attempts on the part of candidates to communicate with each other or to copy from each other's papers.

At the close of the examination, papers were locked in a vault over night, and the scoring of the papers was completed in approximately 24 hours, or one day later, by a staff of thirty Japanese employees of the Temporary Commission. An item analysis was then made with the result that due to slight differences and changes in the meaning of questions and answers as they appeared in the Japanese language, the original scoring key was modified in twelve items. It was found that, with a passing mark of 60, approximately 500 candidates qualified as a result of the examination. The names of these candidates were posted by the Temporary Commission and all of them were given a medical examination on 22 January. Appointments were then offered to each of those who were finally qualified in the numerical order in which their names appeared upon the list, with the result that 220 persons were appointed and ready to start the training course on 2 February.

The training course will consist of a series of lectures and practical demonstration work for all of the appointees. At the opening session of the training course, the general purpose of the course will be set forth. This is to orient the employee in what constitutes an efficient administration of government in a democratic society in which the government official and the employee is the servant of all the people. There will then follow a discussion of the new organization of the Japanese government, a discussion of the new Japanese constitution, the nature of public administration, and finally, the theory and practice of public personnel administration. A thorough background of the techniques of public personnel administration will be given in the lecture courses. More intensive instruction in the techniques of personnel administration will be given through "on the job" training. Special training will be provided for personnel officers of the Ministries. They will be selected from among present employees in the Ministries who will be assigned to the training courses.

3a Exam II-5

Expenditure spent in A. and B. Examinations

Total amount Yen 1,314,035.00

Particulars:

1.	Travelling expenses	335,828 yen
2.	Rental and hire and honorarium	172,215
3.	Expenses for phisical Examination (Fees for phisicians, etc.)	52,900
4.	Advertisement fees	356,828
5.	Expenses for consumable supplies (Stationary, etc.)	18,606
6.	Postage and telegram charges	18,200
7.	Expenses for printing and binding (Application forms, announcement, test books, answer sheets, etc.)	309,458
8.	Miscellaneous expenses	50,000

Per. Trainee
6-27-48

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

7 July 1948

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

SUBJECT : Results of the Written Examination of June 27 for Personnel Technician Trainee and Personnel Clerk

1. Examination was held in accordance with the announcement in the following seven cities: Tokyo, Osaka, Hiroshima, Fukuoka, Sapporo, Takamatsu and Sendai. The following tabulation contains the statistical information concerning the examination:

Examination for Personnel Technician

Exam. Place	Applicants	Present at Exam.	Absentees	Late Arrivals	Female Candidates
Tokyo	1820	1365	455	108	21
Osaka	1069	804	265	76	8
Hiroshima	439	324	115	9	6
Fukuoka	619	430	189	30	11
Takamatsu	403	308	95	9	2
Sendai	309	223	86	27	9
Sapporo	177	129	48	18	5
Total	4836	3583	1253	277	62

The passing mark in this examination was fixed at 66% which is one sigma above the mean score of all the candidates and which provides a list of 665 persons. The scoring of the examination for clerks is not complete at this time. The following figures are given for that examination:

Examination for Clerks

Exam Place	Applicants	Present at Exam.	Females Applied	Females Examined
Tokyo	~~1235~~ 1236	811	100	~~74~~ 77
Osaka	623	385	38	~~26~~ 27
Hiroshima	355	243	22	~~16~~ 13
Fukuoka	464	307	27	~~13~~ 16
Takamatsu	403	~~286~~ 296	28	~~27~~ 27
Sendai	382	258	35	~~18~~ 24
Sapporo	93	68	4	~~4~~ 3
Total	~~3655~~ 3556	~~2358~~ 2368	254	~~178~~ 187

2. The examinations in the above-mentioned cities were supervised by the following assignments of the staff in the Civil Service Division, Government Section. Both examinations were actually held by the staff of the Japanese National Personnel Commission. The men in charge of the examination for the Commission at each of the cities were as indicated below:

City	CSD staff	Japanese
Tokyo	Joseph Speicher	Kenjiro Miyaji
Osaka	Maynard Shirven Grace Pierson	Takao Kasuya
Hiroshima	Foster Roser James Vaughn	Seiichi Kunii
Fukuoka	H. W. Marsh	Yoichi Ueno
Takamatsu	T. K. Tindale	Taro Miyake
Sendai	Jesse Bettis	Sigeru Fujita
Sapporo	Thomas Eliot	Takashige Nagane

3. The preparation for the examinations in each of the cities had been so well planned and so carefully prepared for that both examinations went off precisely on schedule. Arrangements were made for the issuance of a command letter to the Commanding Officer of Military Government, 8th Army, so that in every case we had the utmost cooperation from the local Military Government Teams and also from the local Prefectural Government officers. In arranging for publicity and advertising of these examinations we also had the full cooperation of the Civil Information and Education Section of SCAP whose plan for publicity was carried out effectively. The Japanese persons designated in each of the cities as representatives of the National Personnel Commission for the purposes of this examination proved to be extremely helpful. They were persons of some local prominence and they each gave of their time and energy to advertise the examination not only in their own cities but in the surrounding areas. Each one of them attended the examination when it was held and each one of them has made a report to the National Personnel Commission. Copies of these reports are attached hereto.

4. In none of the cities was there any report of any untoward incident or any deviation from the scheduled arrangements for the examination. There was a report of illness which occurred to a candidate at the examination in Fukuoka and the illness of one of the examiners attending the examination in Sapporo. In both instances the situation was taken care of promptly and properly by those in charge.

5. It is specially desirable that expressions of appreciation be made of the cordial cooperation of each of the Military Government Teams and of the Prefectural Government officers in all of the cities.

H. W. MARSH
Chief, Examination Branch

HWM:vo

COPY 1-4

Exam I-3
(extra copy no II-5)

GENERAL HEADQUARTERS
SUPREME COMMANDER FOR THE ALLIED POWERS

APO 500
1 May 1948

AG 230-14 (1 May 48) GS

SUBJECT: Arrangements for examinations for positions in Japanese National Personnel Commission.

TO : Commanding General, Eighth Army, APO 343

1. Two competitive examinations, open to all the citizens of Japan, will be held 27 June 1948, in six different localities for the purpose of selecting 350 new employees who will join the staff of the National Personnel Commission on 1 August. One examination will be for the purpose of selecting persons to be trained as expert technicians in government personnel work and the other will be for the purpose of selecting clerical workers. The two examinations will be so scheduled that applicants, if they so desire, may take both. The examinations will be held in each of the following cities:

Tokyo
Osaka
Kure
Fukuoka
Sendai
Takamatsu
Sapporo

2. Experience with a previous examination, held on 15 January 1948 revealed the fact that the Military Government Teams throughout Japan were important in respect to the recruitment of candidates among Japanese citizens. A formal announcement of these examinations will be distributed as soon as necessary arrangements are completed.

3. It is requested that the Military Government Officer, Eighth Army, and Military Government Teams assist the representatives of the Government Section, GHQ, SCAP, in supervising arrangements in each of the cities where the examinations are to be held, particularly with respect to the following matters:

a. A suitable representative (Japanese national) of the National Personnel Commission should be designated in each of the cities. Such person must be in thorough sympathy with the purposes of the new public service law, must be familiar with conditions in his own city, must bear a good reputation and above all must be honestand trustworthy.

b. A school or other building with a hall or rooms equipped with desks and benches or chairs where candidates may be assembled for the examination must be found and reserved for use on 27 June. It is desirable that such school or building be located as soon as possible so that applicants may be informed as to where to report for the examination.

c. Local advertising of the examinations should be encouraged, not only in the cities where the examinations are to be held, but also in surrounding cities and prefectures. Such advertising should be in the public press, on the radio, and posted on bulletin boards.

BY COMMAND OF GENERAL MacARTHUR

Mailed 1400 May 1, '48 AG-GHQ

GOVERNMENT SECTION

13 April 1948

SUBJECT: Examination for Positions in the Japanese National Personnel Commission.

TO: Military Government Officer, Hq Eighth Army.

1. The following is provided for your information. Two competitive examinations, open to all the citizens of Japan, will be held 27 June 1948, in six different localities for the purpose of selecting 350 new employees who will join the staff of the National Personnel Commission on 1 ~~July~~ Aug. One examination will be for the purpose of selecting persons to be trained as expert technicians in government personnel work and the other will be for the purpose of selecting clerical workers. The two examinations will be so scheduled that applicants, if they so desire, may take both. The examinations will be held in each of the following cities:

Tokyo
Osaka
Fukuoka
Sendai
Takamatsu
Sapporo

2. The new Public Service Law for Japan takes effect on 1 July 1948, and the National Personnel Commission is making ready to put the Law into full operation on that date. As the result of a previous examination held on 15 January 1948, the National Personnel Commission selected 225 persons who have already gone through a course of training and who will soon take up their duties as members of the staff of the Commission. The Law requires that examinations must be held for entrance to all positions in the Japanese Civil Service.

3. Persons, to be eligible to take these two new examinations, must be graduates of a middle school, a junior college or a university. Each applicant must fill out and file with the National Personnel Commission in Tokyo an application form. The information called for on the form requires the name of the school, the college and the university attended and the date of graduation in each case. It also requires a statement of the experience of the candidate since graduation from school, college or university.

4. It is desirable, if possible, to make arrangements in each of the cities where the examinations are to be held for the following:

a. A suitable representative (Japanese National) of the National Personnel Commission should be designated in each of the cities. Such person must be in thorough sympathy with the purposes of the new public service law, must be familiar with the conditions in his own city, and must bear a good reputation and above all must be honest and trustworthy.

b. A school or a building with a hall or rooms with desks and benches or chairs where candidates may be assembled for the examination must be found and reserved for use on 27 June. It is desirable that such school or building be located as soon as possible so that applicants may be informed as to where to report for the examination.

c. Plans should be made for local advertising of the examination, not only in the cities where it is held, but also in surrounding cities and Prefectures. Such advertising, if possible, should be in the public press, on the radio, and posted on bulletin boards.

5. Present plans are for a representative of the Civil Service Division, Government Section, to go with a representative of the National Personnel Commission to each one of these cities sometime during the first

week in May for the purpose of making arrangements for the above. In making these arrangements it is hoped that the advice and guidance of the local Military Government Teams will be made available.

FOR CHIEF OF GOVERNMENT SECTION:

CARL DARNELL
Lt Col FA
Exec O

Check Sheet

Arrangements for Examinations for Positions in Japanese National Personnel Commission.

Government Section Chief of Staff

29 April 1948

1 1. The attached draft of command letter is submitted for your approval.

2. The Civil Service Division of the Government Section is required to make arrangements for an examination open to all citizens of Japan for the purpose of selecting new employees for the permanent staff of the National Personnel Commission. This examination has been scheduled for June 27 to be held in the seven cities enumerated in the draft of the command letter.

3. In the preliminary arrangements and by past experience, it is found that various military government teams in the localities can be of great help to the Government Section in making necessary arrangements for conducting of these examinations. In a preliminary conference with the executive officer for Headquarters, Military Government, Eighth Army, it was suggested that a command letter like the attached copy would be of assistance in the issuance of directions to military government teams.

4. Government Section requires the assistance of military government teams, particularly in the following matters:

a. A suitable representative (Japanese national) of the National Personnel Commission should be designated in each of the cities. Such person must be in thorough sympathy with the purposes of the new public service law, must be familiar with the conditions in his own city, and must bear a good reputation and above all must be honest and trustworthy.

b. A school or a building with a hall or rooms with desks and benches or chairs where candidates may be assembled for the examination must be found and reserved for use on 27 June. It is desirable that such school or building be located as soon as possible so that applicants may be informed as to where to report for the examinations.

c. Local advertising of the examinations should be procured, not only in the cities where the examinations are to be held, but also in surrounding cities and prefectures. Such advertising should be in the public press, on the radio, and posted on bulletin boards.

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

Concurrance

C. I. & E.

Exam I-3

CIVIL SERVICE DIVISION
GOVERNMENT SECTION

30 March 1948

MEMORANDUM FOR PLANS FOR OPEN COMPETITIVE EXAMINATION FOR TRAINEES, MAY 15, 1948.

This examination is for the purpose of selecting a number of personnel technicians who will be ready to take the training course starting July 1, 1948. A second examination will be planned for either the same day or the day following, through which a list of persons eligible for employment in clerical capacities will be created.

It is desirable, if possible, to make arrangements to hold these examinations in the following locations: Tokyo, Osaka, Fukuoka, Sendai, Takamatsu and Sapporo. The examinations will be held under the official authority of the Temporary National Personnel Commission. In order to make the physical arrangements for the examination and also in order to disseminate information concerning them to all the people of the country, the cooperation of Military Government Teams, particularly those in the localities mentioned, is earnestly desired. Announcements of the examinations will be prepared in the Civil Service Division of the Government Section and translated into Japanese by the Personnel Commission. These announcements will be available sometime before April 15. Application forms will be printed in large numbers and will be made available in each of the locations.

The assistance of the Military Government Teams is particularly desired with respect to the location of physical facilities in which the examination may be held, and also it is possible that it will be necessary to select in each of the localities the Japanese who will serve as a local representative of the National Personnel Commission. Consideration should be given as to whether it is desirable to have applications issued and received by a local representative of the Commission in each of the localities or whether applications must all be sent by mail to the National Personnel Commission in Tokyo. The decision on this point should be made as early as possible and must be based upon further information as to the existence of a representative of the National Personnel Commission in each of the localities. In all probability, there are available in each of these localities employees of the National Government. Without identifying them and considering their suitability as representatives of the National Personnel Commission, it is impossible to determine the practicability of using employees of the government. Present plans require that existence of facilities for holding the examination be made on a tentative basis prior to April 15 and that the official announcements of the examination be published by April 20.

List of schools to which invitation have been issued to participation in coming examination (1/15/48)

Tokyo University:

Departments of Law, Arts, Political Economy, Medicine, First and Second Engineering and Science.

Attached Medical College.

Kyoto University:

Departments of Law, Arts, Political Economy, Medicine, Engineering, Science and Agriculture.

Attached Medicinal College.

Tohoku University:

Departments of Law and Literature, Medicine, Engineering, and Science.

Attached Medical College.

Kyushu University:

Departments of Law and Arts, Engineering, Science and Agriculture.

Attached Colleges of Medicine and Engineering.

Hokkaido University:

Departments of Medicine, Engineering, Science and Agriculture.

Attached Medical College.

Engineering College Attached to Department of Agriculture.

Osaka University:

Departments of Medicine, Engineering and Science.

Attached Medical College.

Nagoya University:

Departments of Medicine, Engineering and Science.

Attached Medical College.

Tokyo University of Commerce and Industry.

Attached College of Commerce.

Attached College of Industry Management.

Kobe University of Economy.

Tokyo University of Literature and Science.

Hiroshima University of Literature and Science.

Keio University:

Departments of Arts, Political Economy, Law, Medicine and Engineering.

Attached Medical College.

Keio College of Zootechny.

Waseda University:

Departments of Political Science, Political Economy, Law, Arts, Commerce and Sceince, and Engineering.

Special Course Department.

Attached Higher Normal School.

Meiji University:

Departments of Law, Commerce, and Polical Science and Political Economy.

Special Course Department.

Tokyo Meiji College.

Meiji Women's College.

Hosei University:

Departments of Law and Literature and Political Economy.

Special Course Department.

Chuo University:

Departments of Law, Political Economy and Commerce.

Special Course Department.

Chuo Technical College.

Nihon University:

Departments of Law and Literature, Political Economy, Medicine and Agriculture.

Special Course Department.

Senshu University:

Departments of Political Economy and Law.

Special Course Department.

Sophia University:

Departments of Literature, Political Economy.

Special Course Department.

Kansai University:

Departments of Law and Political Economy.

Special Course Department.

Kansai Gakuin University:

Departments of Law and Literature, and Commerce and Economy.

Special Course Department.

Kokugakuin University:

Department of Literature.

Special Course Department.

St. Paul University:

Department of Political Economy.

Koryo University:

Department of Commerce.

Special Course Department.

Toyo University:

Department of Literature.

Doshisha University:

Department of Law and Literature.

Attached College of Foreign Affairs.

Ritsumeikan University:

Department of Law and Literature.

Special Course Department.

Rissho University:

Department of Literature.

Special Course Department.

Komazawa University:

Department of Literature.

Special Course Department.

Taisho University:

Department of Literature.

Special Course Department.

Ryukoku University:

Department of Literature.

Special Course Department.

Otani University:

Department of Literature.

Special Course Department.

Koyasan University:

Department of Literature.

Tokyo Agricultural University:

Department of Agiculture.

Special Course Department.

シゴト ノ 種類	(スキ)	(キライ)	(ワカラヌ)	(異ったお考え)
1、人事課ノ管理	( )	( )	( )	( )
2、事務能率ノ研究	( )	( )	( )	( )
3、予算編成ト統制	( )	( )	( )	( )
4、会計監査	( )	( )	( )	( )
5、建物保全ノ監督	( )	( )	( )	( )
6、通信文起案	( )	( )	( )	( )
7、人事記録室ノ管理	( )	( )	( )	( )
8、用度品倉庫、残高シラベ	( )	( )	( )	( )
9、証人ト面談シテ調査	( )	( )	( )	( )
10、健康ノ タチバカラ 労働条件調査	( )	( )	( )	( )
11、能率低下ノ 原因ヲ ノゾク タメニ 職員ト 人事問題ニ ツイテ 討議	( )	( )	( )	( )
12、安全ニ 関スル 業務	( )	( )	( )	( )
13、各従業員ノ 成績シラベ	( )	( )	( )	( )
14、職員ノ 苦情相談 ガカリ	( )	( )	( )	( )
15、給与問題研究	( )	( )	( )	( )
16、大事務室ノ管理	( )	( )	( )	( )
17、公衆ニ 対スル 宣伝業務	( )	( )	( )	( )
18、公務員研修課程ノ 企画・実施	( )	( )	( )	( )
19、研修所講師	( )	( )	( )	( )
20、職位ノ編入報告、編入意見作成	( )	( )	( )	( )

Reference Inventory
Questionnaire

Mr. Marsh

質　問　書

イママデ
コレカラ　ドンナ シゴトヲ シタ コトガ アルカ
ヤッテ ミタイク

3.3.1～1948　人事委員会事務局

人事委員会ノ 事務局ニワ イロイロナ シゴト ガ アル。
ツギニ ソレヲ 列挙シテ オイタ。コレヲ ヨク ヨンデ 自分ノ
ヤッテ ミタイト オモウ シゴト ノ 〔スキ〕ノ シタノ（ ）ノ
ナカニ A、B、C ヲ ツケテ クダサイ。

A コレコソ 自分ガ 専門ニ ヤッテ ミタイト オモウ モノ
ニ ツケル、 タダシ ヒトツニ カギル。

B、オーイニ 興味ヲ モツ シゴト ニ ツケル、コレワ
ヒトツ デ ナクトモ ヨイ。

C、普通ニ スキ ト イウ 程度ノ モノニ ツケル。
キライナ モノ、ヨク ワカラヌ モノ ニワ ソレゾレ ノ ラン
ニ X ヲ ツケル。

諸君ガ 将来 ドンナ 職位ニ ツクカワ コレダケニ ヨッテ
キマル ワケデワ ナイガ デキル ダケ 希望ニ ソイタイト
オモウ。

ソノ シゴトニ ツイテ 過去ノ 経験ガ アル 場合ニワ
ソノ ランニ X シテ クダサイ

最後ニ 署名シテ クダサイ。

シブト ノ 種類	〔スキ〕	〔キライ〕	〔ワカラヌ〕	〔過去ノ経験〕
21. 職階制調査オヨビ指導	( )	( )	( )	( )
22. 組織オヨビ機能ノナガレ線図作成	( )	( )	( )	( )
23. 職員ト面談シテ職務内容オヨビ責任ノ調査ヲナシ職位ノ説明書ヲカク	( )	( )	( )	( )
24. 職階制々定ノタメニ職位ノ調査分析評価	( )	( )	( )	( )
25. 職階調査記録ノ管理	( )	( )	( )	( )
26. 職階制ノ実施運営ニ必要ナル規程規則ノ立案	( )	( )	( )	( )
27. 勤務時間休日残業夜間勤務ノ給与ナドノ研究立案	( )	( )	( )	( )
28. ~~必要條件ノ評価ニ于スル研究立案~~ 実物給与ノ価格見積	( )	( )	( )	( )
29. 給与案ヲツクルタメニ民間ノ給与率調査	( )	( )	( )	( )
30. クラスノ明細書作成	( )	( )	( )	( )
31. 受験申込書ノ学歴職歴ノ眞偽調査	( )	( )	( )	( )
32. 受験者ノ評判犯罪等ノ個人調査	( )	( )	( )	( )
33. 従業員ト面談シ配属ニマチガイガナイカソノ適性希望等調査	( )	( )	( )	( )
34. オナジシブトニ従事スル従業員ノ能率比較ヲスルタメ職務記録方法ノ企画ト実施	( )	( )	( )	( )
35. 人事行政ニ于スル報告オヨビ統計ノ編纂ト出版	( )	( )	( )	( )

シゴトノ種類	(スキ)	(キライ)	(ワカラヌ)	(無表示)
36. 候補者ト面談シテ人格上ノ特質ヲタベ	(　)	(　)	(　)	(　)
37. 〃 学歴、職歴ノ評価	(　)	(　)	(　)	(　)
38. 試験施行ノタメ会場等準備	(　)	(　)	(　)	(　)
39. 即答式試験問題作成	(　)	(　)	(　)	(　)
40. 筆記試験結果ノ統計的分析	(　)	(　)	(　)	(　)
41. 候補者記録ノ機密保持ト保管	(　)	(　)	(　)	(　)
42. 実地研修ノ監督者ヲ指導スル	(　)	(　)	(　)	(　)
43. 公開試験ノ広告文作成	(　)	(　)	(　)	(　)
44. 研修用教材ノ作成	(　)	(　)	(　)	(　)
45. 恩給制度研究	(　)	(　)	(　)	(　)
46. 保険計理(アクチュアリー)	(　)	(　)	(　)	(　)
47. 英文和訳	(　)	(　)	(　)	(　)
48. 和文英訳	(　)	(　)	(　)	(　)
49. 通訳	(　)	(　)	(　)	(　)
50. 雑誌編集	(　)	(　)	(　)	(　)
51. 会計事務	(　)	(　)	(　)	(　)
52. 伝票カード類ノ作成	(　)	(　)	(　)	(　)
53. トーシャ版	(　)	(　)	(　)	(　)

上ニモレタコトデヤリタイトオモウコトガアッタラツギニシルシテクダサイ。

自署

QUESTIONNAIRE FOR PREFERENCE AND EXPERIENCE INVENTORY

There is presented below a list of suggestions which are intended to indicate interest in various subjects involved in the function of a public personnel agency. Read them carefully and check in the appropriate column your own reaction as to your interest in each one of them.

In case your interest in a subject is in a high degree, you may make two check marks under the column "Like". If your interest in any subject supersedes all others, you may select one (and only one subject) for three check marks.

The indication of your interest on this list does not necessarily mean that you will be assigned to the particular kind of work you have indicated, although insofar as practicable, assignments will be made to the work preferred.

Sign your name at the end after you have finished.

	Like	?	Dislike		Have done it
1	( )	( )	( )	Running a personnel office	( )
2	( )	( )	( )	Making studies of organization and procedure	( )
3	( )	( )	( )	Preparing estimates and controlling expenditures	( )
4	( )	( )	( )	Auditing accounts	( )
5	( )	( )	( )	Supervising the maintenance of a building	( )
6	( )	( )	( )	Editing correspondence	( )
7	( )	( )	( )	Operating a large filing system	( )
8	( )	( )	( )	Maintaining a stockroom and inventories	( )
9	( )	( )	( )	Conducting investigations by personal interviews of witnesses	( )
10	( )	( )	( )	Inspecting and analyzing working conditions that might effect the health of employees	( )
11	( )	( )	( )	Discussing with employees personal problems for the purpose of eliminating situations contributing to the inefficiency of the worker	( )
12	( )	( )	( )	Inspecting working conditions to determine that adequate safety precautions have been installed or practices followed	( )
13	( )	( )	( )	Analyzing the work performance of individual employees	( )

Like	?	Dislike		Have done it
( )	( )	( )	Conducting or participating in hearings in labor relations cases	( )
( )	( )	( )	Making salary and wage studies	( )
( )	( )	( )	Supervising a large clerical force	( )
( )	( )	( )	Preparing material for distribution to newspapers, radio and magazines	( )
( )	( )	( )	Planning and directing training courses for government employees	( )
( )	( )	( )	Teaching in training courses	( )
( )	( )	( )	Writing position allocation reports and recommending appropriate allocations	( )
( )	( )	( )	Planning and directing position classification surveys	( )
( )	( )	( )	Preparing organizational and functional work flow charts	( )
( )	( )	( )	Interviewing employees to determine duties and responsibilities and writing descriptions of positions	( )
( )	( )	( )	Investigatives; analyzing and evaluating positions for classification purposes	( )
( )	( )	( )	Maintaining records of classification transactions	( )
( )	( )	( )	Developing rules and regulations for the installation and continued operation of the position classification plan	( )
( )	( )	( )	Developing rules and regulations for the installation and continued operation of the compensation plan	( )
( )	( )	( )	Making studies and recommendations on such matters as hours of work, holiday, night, and overtime pay	( )
( )	( )	( )	Making studies and recommendations relating to the evaluation of prequisites and "allowances in kind"	( )

Like	?	Dislike		Have done it
( )	( )	( )	Participating in surveys of pay rates and practices in private industry to be used in establishing a pay plan.	( )
( )	( )	( )	Writing class specifications	( )
( )	( )	( )	Investigating the correctness of statements made by candidates as to their experience and education	( )
( )	( )	( )	Investigating the character of candidates as to their reputation, criminal records, etc.	( )
( )	( )	( )	Interviewing employees so as to determine whether they are properly placed and to discover their aptitudes, ambitions, etc.	( )
( )	( )	( )	Making plans for and maintaining a system of service records which will show the relative efficiency of all employees in relation to their respective jobs	( )
( )	( )	( )	Compilation and publication of reports and statistics on various phases of personnel administration	( )
( )	( )	( )	Interviewing candidates for their personality traits	( )
( )	( )	( )	Interviewing candidates in order to evaluate their education and training	( )
( )	( )	( )	Making the physical arrangements for administering an examination	( )
( )	( )	( )	Constructing short-answer test items	( )
( )	( )	( )	Using statistics to analyze the results of a written test	( )
( )	( )	( )	Arrange forthe custody and security of registers of eligibles	( )
( )	( )	( )	Instructing supervisors how to give on-the-job training to employees	( )
( )	( )	( )	Writing an examination announcement	( )
( )	( )	( )	Preparing subject matter for presentation in a training program	( )

Name _____

INSTRUCTIONS TO CANDIDATES

After the examination has started, you will not be permitted to talk to other candidates, or ask questions concerning the examination material.

There are 155 questions in this test, 85 of which are multiple-choice questions and 70 of which are true-false questions. All questions can be answered quickly by drawing a circle around your answer for that question on your Answer Sheet.

Here are examples:

Example No. 1 - "What Ministry controls the printing of money in Japan?"

1. Ministry of Welfare
2. Ministry of Agriculture and Forestry
3. Ministry of Finance
4. Ministry of Foreign Affairs
5. Ministry of Transportation

The right answer is "Ministry of Finance" because it controls the printing of money in Japan. Therefore, circle the "3" on your Answer Sheet as shown below.

ANSWER SHEET

(Example 1) 1 2 (3) 4 5

Example No. 2 - "The Capital of Japan is Tokyo."

This is a true statement so circle the word "true" on your Answer Sheet as shown below.

ANSWER SHEET

(Example 2) (True) False

You will be given four hours to complete the test.

Do not spend too much time on one question. If you do not understand a question, omit it temporarily, and take the next question. After you have answered all the questions which you understand well, go back and study the questions which you omitted and answer as many as you can. If you do not understand a question or do not know the answer, select the answer that seems best to you. Before the time is exhausted, you should have selected one answer for every question.

Proceed carefully but waste no time.

When you finish answering all the questions in your booklet, turn in your test booklet to the monitor. If you finish before time is up you may turn in this material to the monitor and leave the room quietly.

ORAL EXAMINATION GRADING SHEET

NAME _____ Date _____

	Excel. 10	Aver. 9	Poor 8	7	Weighted Score
1. Personal Appearance (Weight 1). . . .					x 1 = _____
2. Voice and Enunciation (Weight 1). . .					x 1 = _____
3. Manner (Weight 2)					x 2 = _____
4. Ability to Express Ideas (Weight 3) .					x 3 = _____
5. Judgment (Weight 3)					x 3 = _____
Average					

EDUCATIONAL RECORD

	Year	Graduated		PERSONNEL FUNCTION PREFERRED
Middle School	____	yes	no	_____
Jr. College	____	yes	no	_____
University	____	yes	no	_____

EMPLOYMENT BACKGROUND

No. of Years	Type of Work Performed	Name of Employer

SCORES

Final Examination _____ Test on Examination _____

Classification Examination _____ Test of 1/15/48 _____

REMARKS:

File - Examination Test

INSTRUCTIONS FOR ORAL INTERVIEWS

The purpose of the oral interview in this examination is to discover qualifications of persons among the trainees to fill various technical positions in the staff of the National Personnel Commission, including supervisory and directional positions of a non-technical character. The positions to be filled are approximately as follows:

1. Technical positions in classification and examination work - 200

2. Employee relations, including training - 40.

3. Directional activities and supervision - 60.

The oral interviews will be mainly for the purpose of discovering the qualifications of trainees to exercise supervision over other people. It will be assumed that the written test will have revealed the qualifications as to over-all technical knowledge and ability.

A scoring sheet for the oral interview is attached hereto. On this scoring sheet before the interview takes place, the information will already have been assembled showing the educational record and any employment experience of the candidate, the scores he has attained in various written examinations hitherto administered and also his preference as to the specialized functions of personnel management in which he is interested. In order to simplify the use of this scoring sheet, there are only five elements to be considered in the oral interview:

1.	Personal appearance.	(Weight 1)
2.	Voice and enunciation.	(" 2)
3.	Manner.	(" 2)
4.	Ability to express ideas.	(" 3)
5.	Judgment.	(" 3)

The first three of these elements are those which are observable by either sight or hearing. The fourth and fifth, however, are observable by the impression made upon the interviewer by the interviewer's mental reaction to statements made by the candidate. Number four and number five combined together should carry more weight in the total than numbers one, two and three combined. For this reason, these elements have been assigned weights as indicated, making a total of 10. Thus, scores may be assigned as the interview is completed by check marks being made in the lines indicated. The final rating or score may be obtained by multiplying the rating made on each item by the appropriate weight for that item and entering the product in the right hand column and adding the column.

Instructions for Oral Interview (Contd)

In considering the scores to be given under each heading, the following suggestions are offered:

1. Under the heading "Personal Appearance" considerations should be given as to the impression made by the candidate, as to his neatness, his cleanliness, any outstanding physical characteristics, whether he looks alert and bright or dull.

2. Under "Voice and Enunciation" the interviewer should consider the clarity and distinctness of his speech and the volume and tone of his voice. (That is, whether the voice is clear and pleasing or whether it is rasping and harsh.)

3. Under "Manner" consideration should be given as to whether the candidate presents an impression of dignity and courtesy and whether he has poise and emotional control.

4. "Ability to Express Ideas" will be shown by the responses of the candidate to questions, with particular reference to the fluency with which he speaks, his command of language or his diction and the clarity and coherence of his statements.

5. "Judgment" will be observable through his ability to analyze problems, his ability to think logically and objectively and his open-mindedness. Judgment will be particularly revealed by the candidate's response to a request to solve a hypothetical problem involved in personnel management. A number of suggested hypothetical problems will be provided.

Muchof the success of the oral interview may depend upon the degree of relaxation of the candidate himself. There is n o hard and fast rule as to the way in which an interview should be opened. It is usually desirable, however, to open an interview with a question or a remark about some subject which is so general in its application to the situation that the candidate will be sure to have some idea or some statement which he would be interested in making. It may be, for example, desirable to ask the candidate whether he enjoyed the training course, what part of it interested him the most, or it may be desirable to ask the candidate in what subject was he most interested when he was in college or the univerwity. After a brief conversation of a general nature the candidate should be asked any questions whatsoever which the interviewer wishes to ask concerning any items of information given on the interviewing sheet. The question on a hypothetical problem should be reserved until the last part of the interview but the candidate should not be required to hurry unduly in his answer on the hypothetical problem.

After the candidate has left when the interview is closed, there should be a short discussion on the part of the interviewing board on which notations may be made by the board so that they will recall the impressions made and the responses made by the candidate. For the first day's interviews, scoring

should be made on a purely tentative basis. After six or eight candidates have been interviewed, the Board should discuss those candidates comparing one with another until a conclusion can be reached as to a reasonable standard represented by those who have been interviewed and the scores given to each will be based upon such standard. For this reason, it is probably important that the first ten or twelve candidates shall be selected from among persons whose names will appear at different parts of the list resulting from the written test. In other words, the first candidates to be interviewed should not all be taken from the top of the list.

To Produce New Government Officials
Enforcement of the unprecedented "In service training".

The Temporary Personnel Committee, in accordance with the provisions of the National Civil Service Law, will soon become the official Personnel Committee, and as the central organ of the Government Personnel affairs will become the headquarters of Personnel administration for the execution of the appointment of government officials, adoption of the Position Classification System for promotions etc., adoption of an examination system, wage scale, pension system etc. which will be proposed under an entirely new concept. The officials who are to administer this will especially be recruited from among those who are not too familiar with the customs of the old governmental set-up and will be taught the fundamental principles of personnel administration.

Qualification of Applicants: 100 university graduates (to be graduated in March of next year. The same applies to the rest.) 70 graduates from college (senmon gakko) and 50 graduates from middle school.

Pointers on the Examination: 15 January 1948 at the Chiyoda Bldg. Auditorium in Kyobashi. Nature of Examination: A special kind of an examination to determine the mental aptitude of a person will be used in accordance with the proposal of Mr. Yoichi Ueno, a member of the Temporary Personnel Committee.

The execution of In service training: Successful candidates will attend a 100 day training course commencing on the 20th of January. Besides the fundamentals of personnel management the trainees will be instructed in the use of mechanical and electrical calculating machines for compiling and classifying statistical data.

新人官吏を生む

空前"研修制度"の実施

総理廳臨時人事委員會は國家公務員法の規定にもとづき來年七月一日正式の人事委員會となる筈、同法によりその後の人事行政は採用、昇進、職階制、試驗制の採用、給與支給制度の立案を中心とする新構想のもとに行われるので、時にその為旧來の官廳の慣習にとらはれない新人を一般から募集し、わが國最初の職員研修（インサービス・トレーニング）を行うことになった

【應募者資格】▽大学卒業生（來年三月卒業予定者を含む、以下同じ）百名▽專門學校卒業生七十名▽中學學校卒業生五十名

【試驗要領】▽一月十五日、京橋千代田ビル講堂▽試驗内容、人事委員上野陽一氏立案にもとづく適性の應用能力検査

【研修制度実施】▽合格者は一月廿日から百日間▽研修内容は人事行政についての專門知識を授けるほか統計記録、分類等の事務用機械についての特別訓練等。

民主型官吏を育成

初の試み……米式研修制度

とかく従來の官吏型は融通のきかない人物の典型とされて來た折今度廳理廳臨時人事委員會では同會委員上野陽一氏の立案になるアメリカ式研修制度（インサービス・トレーニング）を採用、新規育成の官吏にこれをしこんで廳用自在の民主型に仕立てようという

その要領はまず手始めに大學卒業生（來年三月卒業予定者を含む）百名、專門學校卒業生七十名、中學卒業生五十名と一般から募集、今月廿三日京橋の千代田ビル講堂で採用試驗を行う、ここで獨特の方法による應用能力の才能検査を行い、これに合格した者は來年一月十二日から百日間の豫定で我國始めての職員研修をほどこすことになった寸法である

なお講師は特に米國から派遣された官廳人事行政の專門家がこれに當るよしで、人事行政についての專門知識を授けるほか統計、記録分類等の事務用機械についても實地に特別訓練を行うことになっている

Tokyo Shimbun - Dec. 13-47

Tokyo Jiji - Dec. 13-47