

June 14, 1943

To Office Force:

Will you please read the following carefully.

On several occasions I have suggested the importance of certain small but important points making for smooth functioning of this department.

These points hinge on the fact of our department being a machine; and therefore the fact that the effectiveness of any part of the department being affected by the effectiveness of every other part.

The above is more important now than ever before, because of the changes in organization and turnover in personnel now taking place. I am sure that you understand this.

May I reiterate these points while mentioning several others and request that you make it your responsibility to see that they are followed.

1. We are required to work 8 hours per day. Please start and stop work at the appointed times.
2. When we are in the office, we are supposed to work. If you have no work to do, please ask your supervisor for direction.
3. Case workers are expected to do 6 hours reading per week. For those doing case work, study is considered work. Reading, however, on department time must be confined to material pertinent to the work of the department.
4. A certain amount of social intercourse in the office is acceptable. We are expected to use our judgement at this point. The time to stop is the point at which this intercourse interferes with your work or the work of others. The following may be helpful:
 - a. Learn to speak in a modulated voice. We do not have walls; only very thin partitions.
 - b. When an old friend comes back, greet them briefly, explain that you have work to do and make arrangements to see them later.
 - c. When a friend comes in to visit, the same procedure might be followed.
 - d. In no case should even a friend be allowed to see your work.
 - e. When a friend known to all in the department comes, try to greet him individually or at least in twos and threes.
5. Absence or tardiness in arriving at work should be for only the most urgent reasons. If you must be absent for sickness, please report that to your supervisor, who will be responsible for reporting it to the

head of the department and making arrangements to take up the slack left by your absence.

If you wish to be absent or tardy for any other reason, please secure permission from your supervisor and from the head of the department.

6. Morning conferences and the study conferences which have been scheduled are a part of the work of the department.

Absence or tardiness in arriving at these sessions should be treated as any other absence or tardiness, as above.

These points are simply those which would be taken for granted in any business concern. If there are reasons why we cannot adhere to them, please let the head of the department know. If we should not wish to comply with them, we should request release for some other work.

In addition, I am sure that you feel with me the significance of our work in relation to the welfare of people in this Center. It is, therefore, necessary for us to achieve and maintain the utmost in efficiency and morale.

The functioning of each of us, therefore, affects the lives of people in the most vital ways.

J. J. O. Moore, Counselor
Public Welfare Section