THE MANPOWER PROBLEM IN THE PRESENT EMERGENCY

1. Selective Service and Civilian Manpower

United States Department of Commerce. Tentative list of essential activities. Washington 25. August 1, 1950. 4 pp. Proc. On request. The criteria for inclusion in this list were: activities directly engaged in the production of war materials; activities necessary for the maintenance of the production of war materials; activities essential for the maintenance of national safety, health, and interest.


Memorandum transmitting to key personnel of the Defense Department the policy drafted by the National Security Resources Board. States the criteria for permitting delays and requests the military departments to establish appropriate procedures for implementing the policies.


United States Selective Service System. Form No. 170. Civilian users force analysis sheet. Washington 25. 1950. On request. Designed "to enable employers to set down in numbers and according to the degree of skill possessed the male personnel employed, distributed by ages and in the order of probable liability for military service."


2. Manpower Supply and Control


*Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.
In the light of experience during the last war and with a view to possible future emergencies, this memorandum covers manpower requirements, labor supply, methods of assuring manpower effectiveness, and alternative methods of control over individuals.


An analysis of the sources of the six and one-half million employees in the wartime labor force who ordinarily would not be a part of the labor supply. Characteristics of the various groups are discussed.


Contains several articles of interest in the current situation, especially "Recent trends in the labor force," "The changing occupational structure," and a series of four articles on the employment problems of older workers, Negroes, women, and out-of-school youth.


Gives numbers of registered apprentices by occupation groups for forty states.


Gives estimates of available labor force by state and region for 1950 based on Census Bureau data for 1940 and 1945.


A comprehensive summary of the development of manpower control from primarily voluntary means to more authoritative direction.

3. **Personnel Administration in Time of Manpower Shortage**

a. **General**


Among the lessons from World War II stressed in this paper are: the integration of personnel administration with business management; participation by the personnel manager in organization planning and controls; the importance of individualizing the personnel program and of making this individualization the responsibility of the line organization.

A list of "things that personnel directors ought to be thinking about" based on the suggestions of some of the nation's leading personnel men.


An outline listing a wide range of symptoms or ailsments which are likely to accompany or cause under-utilization, one of the largest potential sources of unused manpower.


A survey of 58 companies made when a small draft was expected. However the problems covered include most of the ones which will arise under a larger draft.

b. Multiple Shifts and Optimum Hours


Makes suggestions for industry based on a study of personnel on board submarines at sea. Among these are that shift assignments should, as far as practicable, take into account individual physiological variations and that men should be permitted to remain on the same shift for a much longer period of time than is the general practice because a week or more is required to adapt physiologically to a new cycle.


Contains a useful compilation of shift schedules.


A study of the problems which multiple shifts present to those directly affected.


Report of an extensive investigation into the effects on output of varying work schedules in a number of different industries with a view to determining the optimum work week.

c. Problems Connected with Replacement and Expansion of the Work Force

Covers the selection, placement, and supervision of handicapped work-ers.


Covers briefly the special physiological and psychological factors which need to be considered in the employment of women and suggests the nature of management policies needed to meet these problems.


Outlines a program for temporary promotions to supervisory and managerial positions designed to condition the advances for possible future downgrading.


A survey of experience in 33 firms with integration of Negroes into the work force.


A brief guide written by the Director of the Apprentice-Training Service. Emphasizes the importance of long-range planning in meeting emergency situations.


This study covers use of part-time workers, their recruitment, selection, induction, and training, and hours of work, wage rates, and benefits. Conclusions are drawn on the advantages and problems of using part-time workers and successful procedure when they are to be utilized.


Useful as a review of the development and operation of the TWI program.