EMPLOYEE UTILIZATION is a program of personnel management which seeks to select and place the right person in the right job at the right time and to retain him as a satisfied and satisfactory worker by developing and using his highest skills.

When the merging of placement, recruitment and employee relations into a new unit to be known as the Employee Utilization Section (See Charts A and B), was announced by the OMGUS personnel officer, many MG employees were under the mistaken impression that there would follow a curtailment of numerous long-accepted personnel services.

This, however, is not the case. In fact, employee utilization widens the base of many essential personnel services and brings them closer to the employee through the effective use of the employee's supervisor. Employee utilization does not introduce any radical innovations into the field of personnel. It is, instead, a new method of operation or a new approach to personnel management.

Since the new Utilization Section was established the personnel engaged in OMGUS employee relations, placement and recruitment have been going through an intensive period of cross-training to prepare them to offer a coordinated program on the operating level. By pooling the “know-how” they have gained since the origin of a civilian MG organization in Germany these employees are, through this in-service training, developing into technicians who will be able to serve as supervisors in each of these areas of personnel administration. At the completion of this transition period, these representatives will leave their desks and offices and spend the greater portion of their time out with the operating units.

How did this new approach to personnel management come about? What was wrong with former De-

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partment of Army civilian personnel organizational patterns?

During the war, most civilian personnel offices at military installations in the United States were organized with separate sections established for administration, payroll, classification, placement, employee relations and training. All reported directly to the personnel officer. Inasmuch as this was a common pattern in many government need was the immediate a convenient formula to follow at a time when the rapid expansion of Army organizations made the ability to produce immediate results the most important factor to be considered.

During hostilities and in occupation areas after the war the primary government need was the immediate recruitment and employment of personnel. This called for specialized technicians and large placement activities were authorized. After the workers were on the payrolls it was found that many needed to learn new skills or required help in brushing up or improving skills or talents they already possessed. Training activities assumed greater importance due to these wartime needs and for that reason became an important element in the personnel program.

AT THE SAME TIME the effective management of vast numbers of employees called for greater attention to the employee-management relationships involved in this complex and expanding employment situation. A need for good counseling, labor relations, welfare help, recreation assistance, grievance processing and similar services became acute. Those technicians engaged in the activity known as employee relations therefore played an important role in wartime and occupation area personnel management.

Many excellent programs functioned under this plan, but in spite of its “emergency” advantages it had certain weaknesses. Sometimes there was competition for prestige among the various programs and often the sections operated as tight little units. This resulted in a lack of cross-section coordination and the piecemeal treatment of operating problems. Further, it was often difficult in the larger installations for civilian personnel officers to coordinate all programs effectively due to the number of personnel section chiefs reporting to them. All too often during these war years, there was personnel administration for the sake of the personnel office rather than for the operating officials and supervisors—the men and women who actually had the problems.

These obvious weaknesses, plus the necessity for postwar staff economy, largely motivated the development of what now is known as the Employee Utilization program.

One of the first ideas advanced in installations in the United States as early as 1946 was the superimposing of an Employee Utilization chief over the Placement, Employee Relations and Training Sections. This idea was not accepted by OMGUS since it was clear to those in charge of personnel administration in Military Government that it would merely add another member to the staff and not solve the basic problem.

True, it would have brought together those personnel activities engaged in handling people but it did little to integrate the activity. Under the approved OMGUS program those previous functions disappear completely as separate sections and Employee Utilization emerges as a program in its own right.

Thus, MG personnel activities in Berlin and Frankfurt emerge as four units: Administration, which deals largely with paper; Classification, (Continued on next page)
Under organizational chart (A) the supervisor had to contact three separate personnel technicians. Through Employee Utilization (B) these personnel service are provided by one individual in on-the-job contacts.

which is concerned with positions; and Employee Utilization and Training, which are interested in people. However, it is the supervisor who manages people, not the personnel office. The responsibility of the Employee Utilization representative is to assist and advise the men and women who supervise OMGUS employees.

Among the traditional responsibilities of the supervisor in dealing with his employees are to plan the work, to establish which jobs are needed, to place the worker into the position, to instruct and evaluate the employee, to inspect the work, to assist and direct the employee and to plan personnel changes. The supervisor also must keep his workers interested and satisfied by incentives, fair evaluations, delegation of responsibility, development of team spirit, maintenance of discipline and by giving each employee the proper credit for a job well done.

As a service to supervisors the Employee Utilization representative will coordinate his efforts with the Administrative and Classification Sections to ensure that a complete personnel program is being presented to supervisors.

However, in carrying out this program no sound personnel services are eliminated or side-tracked. Such previous employee relations and placement activities as the employee emergency loan fund, the processing of marriage papers, the suggestion and award program, community information service, awards and decorations program, US recruiting activities and related services will continue to be given in Employee Utilization offices.

This new Employee Utilization personnel management program is not merely the sum total of previous services offered in OMGUS by placement, employee relations and training technicians. If it were it would merely perpetuate the shortcomings of the former program. The OMGUS program will be tailored to meet the needs of each organizational segment and will attempt to meet directly each problem as it arises within each unit of the organization.

This will be a challenge to the Employee Utilization representative to know thoroughly his assigned organizational units, their jobs, their operational problems and the personalities involved. With this knowledge he can assist in building better personnel management through each supervisor.

Employee Utilization places the emphasis of personnel management on the supervisor where it has always belonged, and puts the personnel representative in his proper position of providing services to the supervisor to assist him in his work. Under ideal conditions, the employee will never seek the personnel office; Employee Utilization representative will come to the supervisor and his organization.

Whether this program will result in a saving of time, paper work and staff as well as promoting better supervisor-employee relationships remains to be demonstrated during the coming months. There will be no high-pressure approach. The Office of the Personnel Officer is not installing a new program. It is merely setting about to extend personal contacts and to give added services at an operating level. These changes cannot and will not be made overnight but the new course of action has been set and approved.

In OMGUS, through this new approach to employee management, it will be the common goal of Employee Utilization technicians and supervisors to manage men and women so that they can and want to do their best work in the right job, to utilize the employee's highest skills and to help the worker develop his talents to the highest point of developability. Then the personnel man, the supervisor and the worker can move together toward the successful completion of the occupation mission.

Books Repay for Former Aid

To repay Bavarian Catholics for assistance given Catholics in the United States from 1836 until 1922, the Catholic library association in the United States is shipping to Bavaria an libraries thousands of books collected in connection with the 1949 Catholic book-week celebration. A special shipment is intended for the Wuerzburg seminary library, which was totally destroyed.

Sudeten Transfers Completed

The last transfers of Sudeten Germans moving in groups from Czechoslovakia to the US Zone of Germany were completed in December. Effective Jan 1 all Sudeten Germans enter the US Zone on an individual military entry permit basis.