I. Extent of Activity

A) Conferences, (in most instances more than one), were held with the following:

**Munich**
- Mr. Sam Haber
- Mr. Ted Feder
- Mr. Maurice Lipian (Director, Dist. I)
- Miss Celia Weinberg (Deputy Director, Dist. I)
- Mr. David Orkow
- Mr. Kwasnick
- Mr. Sam Gaber
- Mr. Muntz (Reports and Statistics)
- Miss Rae Levine (Rehabilitation Program)
- Miss Tess Sokol (Medical Social Work Consultant)
- Dr. Kohane

**Frankfort**
- Mr. Abr. Cohen (Director, Dist. II)
- Mr. Hyman Yantian (Deputy Director, Dist. II)
- Miss Rose Gandel (Community Service, Dist. II)
- Dr. Ernest Raphael

**At IRO. US Zone Hqrs., Bad Kissingen**
- Max Braude (Director, Care & Maintenance Division)
- Mrs. Funice Braude (AJDC Liaison)
- Ernest Grigg (Director, Care & Eligibility Division)
- Miss Ellis (Director, Child Care Division)
- Miss Venita Lewis, (Deputy Director, Child Care Division)

B) Installations Visited

1. Camps
- Bleidorn
- Windsheim
- Giesbeldstadt
- Focking
- Nettelar

2. Nutrition Centers
- Struth
- Bad Nauhein

3. Rehabilitation Centers
- Passau

4. Communities
- Garmish
C) Participated in a two day meeting of the staff of District I.
Following was the agenda:

**Friday - August 6, 1948**
- Opening Remarks
- Greetings
- Future of Sheriff
- Discussion of Field Problems

**Maurice Lipman, Director**
Samuel L. Haber, Dir., US Zone Germany
C.H. Nye, Gen. Secy., Central Committee
Jaques Diamant - Caroline Goodman

**Saturday - August 7, 1948**
- Medical Program
- Review of Emigration Problems
- ILO Contracts - Employment Prog.
- Problems of Camp Deputies
- Summer Camps
- Supply Inspection

Dr. Joseph Auster
Dr. Jon Landkron
Miss Zipporah Herz
Mr. David Orkow
Mr. Reuben Baratz
Mr. Nikolai Gamelitski, Deputy Camp Amberg
Mr. Samuel L. Gaber
Mr. I. Libstug

I spoke to nearly all the area representatives who were present at this meeting. In the camps I met the camp committees, looked at their books and supplies, visited workshops, medical installations, schools, etc.

Welfare workers with whom I spent time in the field were:

Caroline Goodman
Jerry Stockheim
Hugh Warner
Helen Lokshin

II. Observations

A. General Impressions

The hope of large-scale movement has risen, and this is the over-riding fact. There is a discernible lift of spirit in the camps, directly due to this sharp pick-up in emigration to Israel. In every camp there were many who left, and many who knew they were going. There will now increasingly be sharper separation of those who wish to go to Israel and those who do not. For the latter, alternatives will have to be spelled out clearly, with JDC taking more responsibility in making the position plain.

As emigration continues, the DP's will be losing their ablest people, and camp committees will likely become weaker. The JDC program should be prepared to take increasing responsibility to meet this development. It should be noted, too, that the character of the population will probably change in the direction of a higher proportion of sick, aged, dependents of hospitalized patients, those with personal problems, and those not willing to emigrate to Israel. This may require a strengthening of the JDC's medical programs in particular, and of our personnel in Germany in general.

The currency reform has of course affected the entire program. Camp committees were on the whole understanding of the situation. They were concerned about their need for marks, but not bringing too much pressure on Joint. The committees not receiving JDC assistance, are in a more serious predicament, and proportionately have more need for marks. While many communities have reserves, these are now *a strengthening not of numbers but of internal organization, and supervision of medical installations and programs.*
being eaten away and it will not be possible for JDC to meet their needs. It will become very important to work more directly with the communities, facing them with the facts, helping those eligible for IRO care, who wish to return to the camps, to do so, getting others to make up their minds concerning emigration, following through on applications, etc.

The feeling I heard expressed in the camps about JDC were on the whole more sympathetic and favorable than those expressed by JDC personnel. More than once in the camps a remark would begin "If not for the Joint,...", or would end just there. There were criticisms, of course, but these were details and usually about supplies, not about lack of interest or helpfulness. In one instance, the camp committee however, was far more enthusiastic about the IRO sub-area director than it was about the JDC worker.

As far as JDC personnel was concerned, there was one consistent source of complaint, aside from the usual run of gripes and criticism common to any organization. In most areas the Medical Department came in for sharp criticism, for vacillation, making promises on local level which could not be backed up, difficulty in making decisions, reluctance to "go to bat" on issues either with Zone Headquarters or IRO, lack of proper coordination with non-medical field offices. I was in no position to evaluate the merits of these complaints, but I will apprise Dr. Schmidt of the specific incidents brought to my attention.

The welfare workers are, on the whole, devoted, hard-working people who have a physically tough job, as well as one that is psychologically wearing. Any reasonable breaks they can get in personnel practices would be justified. There is considerably more clarity on their parts now about their function, and about JDC policies than there was six months ago, let alone a year ago. Welfare workers now have regular conferences with the District Director. At least once a month they are visited in the field, and they find district headquarters more accessible. As a result, there has been a greater feeling of stability, and morale has improved, although, as indicated, it is still not high. The caliber of the welfare worker is not of the best. Of the fifteen there are four or five who are doing very well, six or seven who are functioning on a fair level, and at least three who are clearly inadequate (one is being terminated). Most welfare workers would like to devote less time to supply control and more to developing the welfare aspects of the program, provided encouragement and interest were shown on the supervisory level. With the system of supply inspectors having been introduced this should be increasingly possible.

The effort of EUCOM to reconstruct the German economy continues apace, and the results are evident. Goods formerly hidden, or in black-market trade are now on open sale in German shops. Building is going on in large scale. Property is rapidly being turned back to the Germans, since the Army's present policy is to de-requisition, not to requisition, etc. The implications for the DP's are of course clear. IRO has to follow EUCOM's directives, and is pressed to reduce the demands of the DP's upon the German economy. We can expect less and less support from the Army and, despite willingness to cooperate, less flexibility and assistance from IRO.

*The complaints referred only to the administrative aspects of the Medical program, not to the quality of the medical work.*
B) Supply

1. Clothing

The clothing situation in the camps is not bad. There are no evidences of
dire need, and in a few camps I was told privately by members of the camp
committee that the clothing situation was not critical. There was consider­
able emphasis on seeing to it that those going to Palestine are given a
complete wardrobe, but this is now being done with the clothing being supplied
at concentration points rather than in the camps. There were, of course,
a few complaints, the most consistent of which concerned the poor quality
and sizes of children’s shoes, and the lack of underwear and pajamas. The
Zone is more than amply stocked with clothing, and plans a large winter
distribution, especially of overcoats.

The supply situation had been bad, particularly in the matter of distribution.
Camps received scattered items every month, not necessarily related to needs,
and most found it impossible to make a monthly distribution when, for example,
they would receive 50 pairs of shoes when there were 1000 in the camp. They
would strongly prefer to receive supplies twice a year in sufficient quantity,
so that they could actually make a distribution, rather than receive clothing
in haphazard allotments. This condition, however, is being corrected, and
there will be only one winter distribution.

Up until the present, cases of clothing have been received in the Zone without
markings. This is now changed, making classification of clothing possible.
Hundreds of cases however are still unpacked and have to be sorted.

Because of the large amount of clothing in the warehouse, clothing requirements
for 1949 will be almost nil.

There continues to be a good deal of criticism of the SOS clothing. However
the plan is to have the tailoring workshops work on reprocessing SOS clothing
rather than produce finished garments, and if this plan works out a good
deal of the used clothing may be salvaged. In every camp I visited detailed
records were kept of supplies coming in, both from IRO and from JDC. Satis­
faction was expressed with the quality of the IRO clothing, although the
quantity was quite meager. It is entirely possible and would be important
to take cognizance of the IRO shipments, as well as previous JDC distribution
in filling further clothing requisitions.

The system of supply inspectors has been instituted during the past few months,
and has proved very successful. On the whole these inspectors know their
job, both with clothing and with food, and are in a position to evaluate
carefully the camp needs, preventing duplication in distribution.

2. Food

There is general agreement that the category system has worked. With the
currency reform, of course, the value of the rations for valuta or exchange
purposes has gone down a great deal, and there is discontent and anxiety on
this score, particularly on the part of people who do actually live on the rations. It is my feeling that for the social groups, the categories can be condensed into no more than two or three, eliminating a great deal of bookkeeping and expediting the food distribution. The differences between the rations are actually quite small.

Since the food will more and more be used for nutrition purposes, the makeup of the rations should be re-evaluated with this in mind. Certain foods, like canned meat, canned fish and canned vegetables for example, may be largely dispensed with. A nutritionist might be called in to work on the rations with this end in mind.

It is the plan now that workers receiving both JDC rations and IRO payments in Deutschemarks are no longer to receive the ration. The Deutschemark salary is now worth ten times the JDC parcel, which had formerly been worth 4,000 or 5,000 Deutschemarks. Political departments are also no longer to receive rations. Furthermore, the percentage of workers to be permitted in the camps will be from 7.5 to 10% rather than 15%-19% as is the case at present. It is expected that 16,000 persons in all may be affected by lose of rations. If, however, IRO cuts a large number of employees off the Buergermeister's payroll, the decrease may be only 5,000. This decrease may be even smaller because of additional rations required for needy cases and some Berlin Jews. The total increase for the latter two groups is expected to approximate 3,500.

At present the distribution is 70,000 rations. It had been 86,000 in November of 1947, but greater controls, and mainly the introduction of the supply inspector system has cut off 16,000 rations.

There is an unnecessary duplication in working out monthly supply requisitions. Under the present system the camp committee sends its food requisition to the Central Committee, which screens it, and then sends it on to the Zone Supply Office, which re-screens it, and may take it up with the Central Committee, and finally the order is filled. When the order is filled, it goes to a regional warehouse of the Central Committee, and distribution is made from that point. This system has occasioned great delays. If it is at all possible, the line of responsibility from the Camp Committee to the Central Committee, with regard to food, should be entirely eliminated in order to make it possible for the supply inspector to work out the camp requisition directly with the Camp Committee, send it on to Zone, and have it filled promptly. In District II, this plan is already coming underway so that the supply inspector will be present when the distribution is actually made, will make necessary adjustments in estimating for the following month's distribution, and before he leaves, the following month's requisition will have been prepared and sent on -- but still to the Central Committee. If the sending on to the Central Committee can be avoided, there will be much greater efficiency.

There is still some ambiguity with respect to the "needy cases". In District II, for example, they still do not know whether their screened lists of "needy cases" will be accepted by Zone supply, while in District I this has been authorized.
Although some careful screening is done, the approach of the welfare worker to this problem varies, and there should be a clearer policy on what constitutes "need." At present the numbers are relatively small, so that it is not a critical problem, but they may get larger and the policy should be set now.

C. Child Care

To all intents and purposes there is practically no child care program in the US Zone. Orphans have gone to Palestine or on orphan projects to other countries, and except for children in nutrition centers there is no program specifically designed for children.

In the three nutrition centers (which are under the jurisdiction of the Medical Department), there are undernourished children sent from various parts of the Zone for four week periods. I would question this program on medical grounds, even from a strictly layman's point of view, for the following reasons:

1. The Director of one nutrition center conceded, and her observation was confirmed, that even though most children gained three to four pounds, during their stay in the center, they lose this gain gradually when they return to the camp.

2. Medical histories of the children are not sent to the centers, so that special medical needs might be met at the same time (in some cases active TB children were sent); nor are medical histories sent back to the camps, even though a complete physical examination is made of each child at the close of his stay in the center.

3. There is no follow-up of any kind in the camps of the children who were at the centers, to help see that they are better nourished while in camp. It is frequently a problem of malnutrition rather than undernourishment, so that sounder preparation of food may be the answer rather than larger quantities in those cases.

The program has other serious shortcomings. In Struth, the "madrichim" in charge of the children have no training, are immature, and give very little attention to the children beyond a casual kind of supervision. There is no program of selection of such counsellors, nor of training. There is a better situation in this regard in Bad Nauheim (which appears to be favored by the Zone in all regards), and there is less turnover of staff there, but still no specific training for personnel in the care of children, and from a psychological point of view there are many drawbacks. Dr. David, pediatrician, who recently came to District II from the British Zone, agreed completely with my impression and stressed that the methods used with the children in both nutrition centers in that district (which are regarded as the best), in order to get the children to eat, are primitive. While there is a good deal of warmth on the part of some of the personnel, there appears to be little knowledge of the psychological needs of children, nor is there much attempt to install better habit patterns or a sense of self-discipline.
It might be possible to have one worker specifically designated to stimulate and carry through a more enlightened program in nutrition centers. An attempt should be made to tie up the nutrition center program with the camp life of the children, so that recommendations can be followed up, and that, if nothing else, children will not lose their physical gains. Greater emphasis should be put on the training of personnel who are working with the children. JDC Child Care has indicated an interest in cooperating with us if their help is solicited in a training program.

By the same token, if it is at all possible, parent discussions might be started in camps on the care of children. There are films available which might be useful in this connection (if they are not too alien to the nature of life in DP camps).

There is practically no supervised recreation of children after school hours, although adequate play space is available in most camps. JDC has indicated to me a willingness to cooperate in supplying needed materials for such a program. An after-school program would be most salutary, particularly when such a large proportion (running around 30%) of the camp population is under 17.

The Medical Department is beginning to think of nursery care, especially for children of working mothers. This is a much-needed program and should be encouraged and carefully prepared. So far the welfare workers are hardly being involved.

II. Welfare Workers
One of the purposes of my trip was to get a first-hand picture of the problems confronting welfare workers (who are frequently referred to as area representatives), and to describe their responsibilities, so that future recruitment may be more related to the actual job content. I am sending a statement on this matter to the Personnel Department.

It may be stated here however, that the welfare workers have been devoting the greater part of their energies to supply matters, and there has been little emphasis on the qualitative aspects of their work. It was frequently conceded, while I was in the field, that the JDC workers attempted to meet problems as they arose, or follow new directives or procedure, but provided little initiative in starting new ideas or seeking to encourage improvement in the welfare program.

In general, area representatives have indicated that they are far clearer about their function now than they were six months ago; that there is closer supervision, and more contact with the district headquarters. My own impression was that administratively the district organization was functioning fairly smoothly. Supervision, however, was almost solely on the basis of clarifying of policy, settling of crises, providing information. There is relatively little concern with such aspects of the job as assisting the welfare workers in meeting the individual requests of people in the camps more satisfactorily, or in stimulating them to develop or improve the program in camps, aside from the supply issue. When I discussed this problem I found more
agreement and interest in modifying the approach in District II than I did in District I. The field workers, however, are almost unanimous in feeling that they would like to get into the area of starting programs in the camps and not being so heavily involved in supply. It was the general feeling that with the supply inspector system being in effect, it should be possible for the welfare workers to devote more of their time to meeting other needs of the DP population.

I raised the question of evaluations with both district directors and got agreement to the effect that henceforth evaluations of such personnel, particularly those planning to return to the social work field will be on a more professional basis, indicating the kinds of responsibility the welfare worker carried, and how he functioned with regard to each aspect of his job. This is only one, but an essential step, in combating the reputation that exists in the social work field in the States to the effect that JDC welfare work is "non-professional." A carefully prepared evaluation, while important in providing some insurance for the future career of the individual welfare worker, and making a favorable impression on agency directors who will be seeing such evaluations, must be based on careful supervision. This is no demand for the type of intensive case work supervision that is possible in a social work agency in the States, since conditions do not permit of too frequent qualitative appraisal of the worker's performance. However, it is important that more emphasis be placed on evaluation of the worker's job while he is doing it, helping him to correct weaknesses in his performance, and discussing his own problems in getting his job done. A worker should not have to wait until his termination to know how he is doing in the eyes of the supervisor. My impression is also that strengthening of supervision along these lines would help in improving staff morale.

It should be stressed that to the DPs, especially those in more isolated sections, the JDC welfare worker is much more than a supply supervisor, or even a trouble-shooter with IDA or the Army. He represents the most powerful organization "on the outside" completely identified with the Jewish DPs. He is their link with security. As such, when he expresses understanding and sympathy to the individual DP who has a problem, even if no concrete help can immediately be offered, his effect in bolstering the individual is greatly enhanced, for he symbolizes the direct personal interest of a strong organization. It is for this reason doubly important that when welfare workers spend time on individual cases, they be patient, and use whatever skill they have in clarifying the problem and being realistic in whatever reassurance they give. My impression was that welfare workers by and large do try to be helpful, and are looked up to by the population they are serving, but that it would be well for the Zone or District leadership to bring more sharply to their attention the importance of these individual contacts in helping DPs and sustaining their morale, and the need to be conscious of their role and sensitive to the people's problems.

District I has a somewhat different plan of organization than District II. In District I the area representatives cover a large geographical area,
containing anywhere from three to five camps and all the communities that happen to fall in that area. In District II there is a community service worker who handles community problems specifically, as well as personal service cases, and the area representative generally has only one or two camps to cover, and is responsible for a much more limited geographical area. I think it would be sound to have a community worker in District I also, since it is difficult for the area representative to get around to the communities, particularly when the camps present more pressing and important problems. Because of the currency reform, the communities face a difficult road, and the DP's living there will require help with their future plans and they will represent an increasingly important problem.

E. IRO
JDC's relationship with IRO in the US Zone is, on the whole, good. There are of course Mrs. Braude in the JDC Liaison post, and Max Braude as Director of Care and Maintenance Division, who has been extremely sympathetic and cooperative. I found considerable understanding and willingness to help among the Directors of the various divisions under Care and Maintenance. In the lower levels in the field, however, the situation is spotty. There are a few IRO area Directors who are uncooperative or even hostile, but by and large they are helpful. Our own welfare workers, I feel, do not make sufficient use of IRO channels and should be "pepped up" on the score of strengthening relations in their area, and in utilizing every possibility of IRO assistance. Where this is not forthcoming, and the request is valid, it should be routed from zone headquarters, through Mrs. Braude, to the appropriate IRO section. It is my understanding that this is not consistently done.

The Care and Eligibility Section in IRO Zone Headquarters is taking on fifty new welfare workers to do interviewing. Their responsibility is to reach primarily the "hard core" of the DP population who are not expected to be repatriated or resettled. These groups will include sick, aged, mentally ill, and those who do not wish to leave for personal reasons. The objective of this large scale interviewing will be to determine the scope of the problem of those who may require long-term assistance in order to enable IRO to plan for permanent care for those who need it. Another objective is to assist those who are not eligible for repatriation or resettlement, because of remediable conditions, to obtain the necessary assistance. IRO is eager for JDC's cooperation with regard to the Jewish DP population in helping to locate more quickly those who belong to the "hard core," and, in particular, to assist in providing necessary information regarding those who are in the communities.

It will be shortly officially announced that those on the Bürgermeister's payroll will be required to pay back 70 Deutschmarks, or 50% of their salary, whichever is the lesser. This is presumed to cover food and shelter expenses from the German economy. This may be a problem which should be taken up at Geneva, since it will be working a hardship.
It is very probable that the April 21, 1947 dateline will be changed, which would permit Romanian Jews to be eligible for IRO care. This development is due to the fact that IRO has announced responsibility for care of Czech refugees.

**E. Summer Camps**

The summer camp program in Germany is not a JDC affair, and there has been a great deal of consternation and resentment expressed in the field about this program. Apparently last year it was decided that the JAPP would carry on a summer camp program (along political lines), with JDC acting as sort of go-between between the agency and IRO. From all reports it was a mess in 1947. The JAPP routed children to places where they were not supposed to go, sent larger numbers than were expected, changed schedules, changed locations, and in some instances there were major health hazards in the camps. Earlier this year it was anticipated that JDC would not go along with the same kind of program, but their policy was suddenly changed, rather late in the season, and again JAPP was given carte blanche in its summer camp program. The difficulties this summer were only slightly less severe than last. JDC workers had to come to the rescue time and again with IRO because of slipshod handling. Whether the entire responsibility falls on JAPP or not, this is a matter into which more planning should go, and JDC should have a policy on this question, either not to assume responsibility for the program, or to cooperate with JAPP to work out the program long in advance, and see that it is held to. IRO has been, on the whole, quite cooperative in meeting the needs of summer camps, and in changing requirements along with switches in the JAPP plans. From all the evidence, the JDC welfare workers have done a yeoman job in pulling the summer camp program out of a morass. By mid-summer the program has become, on the whole, fairly well controlled, but its initial stages were very difficult for all concerned.

I was struck by the absence in the camps of a day camp program for those not in the summer camps. The opportunities are all there in sites to visit, or to use in camp. I am sure leaders could be found. The lives of the children could be enriched at little cost, by bringing to them new experiences in games, dance, stories and exposure to the very lovely setting that surrounds many camps and communities. Such a program should be started and continued as long as the weather permits, and in such a program the communities should not be forgotten, as the tendency is today, because of the pressure of problems in the camps. The needs of children in the communities are not less than those in the camp, for individual and group guidance stimulated by JDC leadership.

**G. Jewish Relief Unit**

The JRU in the US Zone of Germany is dissatisfied about the way their workers are being used. JRU personnel were reported by Miss Fisher, Director of JRU in the US Zone, as being quite disgruntled. Of the eight JRU people in District 1, JDC was satisfied with only three, and did not feel the others
were competent. The five workers in District II are all considered to be doing an adequate job. Miss Fisher wanted her people to get assignments different from other JDC personnel, and not to be given a "second class citizenship" status. JDC feels that every attempt has been made to make sure that the JRU and JDC personnel are treated in the same way, and that it would be impossible to separate functions. Miss Fisher asked her staff how many wish to continue to be responsible to JDC, (and also to receive the JDC cash supplementation), and the three who were wanted by JDC responded favorably. Miss Fisher's proposal is to have these three continue with JDC, and she will make other plans in the US Zone for the other five. It is my own feeling that this is a peculiar arrangement for JRU to foster. That is the current plan, and it is possible that the next agreement to be signed by the beginning of September will include this provision, and that JDC will have responsibility only over those who wish to remain with JDC, and whom JDC wishes to retain. However, any agreement should be related to the basic JDC-JRU agreement, covering all countries, to see whether special arrangements are consistent. (I have already discussed this with Mr. Katski).

III. Recommendations

1. Consideration should be given to revising the categories in the social groups, so that there are two or three groups instead of twelve.

2. Rations for these groups should be revised, with the emphasis on diet supplementation, with full cognizance being taken of the basic IRO ration.

3. The clothing distribution from IRO should be taken into account in planning for the clothing distribution. The data on the IRO clothing distribution are available in detail, and there are records of how much clothing each individual received and when, in nearly all the camps.

4. If it is at all possible, the food requisition procedure whereby the Camp Committee sends its requisition to the Central Committee, should be eliminated. The monthly requisition can be handled by the supply inspectors (where available) directly with JDC Zone Supply.

5. A policy should be set on "needy cases". This number will probably grow and will require additional assistance.

6. A special community worker should be designated in District I to be concerned with the problems arising in communities. If possible two such workers should be appointed, since the area to be covered is large. Communities near camps may still be carried by the area representative. It is probable that communities will present increasing difficulties. It will be necessary to help those who are eligible for IRO care, and wish to go to camps, to do so, to assist those wishing emigration to carry through their plans, and in general clarify alternatives for people in the communities as to their future status, in view of the fact that JDC will not be in a position to meet their basic needs, and their situation is very likely to deteriorate. The needs of children in particular, need much more emphasis.
7. Greater emphasis should be placed on supervision of welfare workers, with the aim not only of helping them to meet current problems, but to stimulate them in initiating and carrying through welfare programs.

Such programs may include after-school recreation, nursery care, parent discussion groups and more individualized assistance. (By individualized assistance I am referring to spending more time and using more skill with individuals who require help in clarifying personal problems - no attempt can be made to cover the entire field of need, but even a little will go far in strengthening even more the JDC relationship and support of the DP's). The cooperation of IRO should of course be solicited in any new plans that are envisioned.

8. Evaluations of welfare workers prepared upon termination should be detailed, stating the responsibilities the workers undertake, and indicating clearly the strengths and weaknesses of their performance in regard to the various aspects of their job. Such evaluations must be based on closer supervision.

9. The nutrition center program should be revised and tied up with the camp life of the children. Although this is the province of the Medical Department, I would suggest that medical histories of children coming to nutrition centers be forwarded to the centers, and that medical reports prepared by the nutrition centers should be forwarded to the camp doctors. In addition, more careful selection should be done of the counselors, a training program should be instituted, and better supervision to the centers should be offered.

10. The policy on handling IRO relationships for JAFP summer camp programs should be reconsidered for 1949, to avoid the confusion that has existed in 1947 and 1948 on this score.

11. Since the present Zone report does not give a full enough picture of the program, I have requested that Paris Headquarters also receive copies of the District reports and the JDC liaison report on IRO developments.

12. New workers coming to the U S Zone should be oriented much more realistically in New York or in Paris, so they do not come to the Zone with completely misleading impressions. Moreover, they should not enter the Zone until it is known where they are to go, and when.

Our stress in recruiting welfare workers should not be solely on material considerations, but also on the opportunity to do a creative and vital job - and this opportunity should be increasingly granted through imaginative leadership. Above all, beyond experience qualifications, we need people who are sympathetic, who are with sound, healthy motivations, who are capable of understanding the Jewish DP's, and willing to stick their necks out in seeing that the people get all the help they can as long as they are in Germany.

HDS:1n

Herman D. Stein