

INTER-OFFICE COMMUNICATION

TO MR. Walt
FROM MR. Paul

DATE _____
SUBJECT _____

The proposed Development and Training Program is intended to cover all departments and individuals within the studio, and is being set up and carried through generally as follows;

For a simple break-down approach, we consider all creative members of the studio in one of three classes, according to their abilities and understanding of our medium. The first class is the beginner. The second is in the intermediate stage of development, and the third is the top ranking men in their respective specialized departments. In order that we systematically approach our objective, we propose the following:

Our top ranking men, whom we feel are the key to all the lesser men's development, must themselves receive new ideas and incentive to go further. This we would supply to our top men through an outside faculty of the best obtainable talent in Southern California in all branches of the art applicable to our medium. These outside men, whether it be color, staging, direction, pantomime, etc., would be called in as specialists in one particular phase of our work. (Not on general talks about our medium.) We would assign this outside faculty according to the deficiencies within our studio, i.e. we might find in the class of a director chosen from the outside for his ability in "personality handling," such of our men as a Supervising Director, the better Unit Director, the better Layout man and Supervising Animator, ^{STORY MEN,} etc., as a group specifically needing this chosen subject.

These men, with their thorough understanding of our medium, would be able to transfer the information and inspiration gained from this class to those not so far advanced within our studio by class teaching and personal contact. By this method we would gather from all outside sources, through the better minds within our studio, whatever food necessary to our stimulation and development, and at this point, through instruction classes by studio faculty, deliver it to the lesser men in a practical manner relating to their daily problems.

Following this procedure, the intermediately developed section of our personnel, capable of being good teachers, would in turn carry to the beginner groups that which they have learned, and being in close contact with the beginner individually, would be able to speak his language and develop him accordingly.

This plan, of necessity, indicates a great deal of "cross teaching." For instance, in a class conducted by Charlie Philippi we would have certain directors, layout men, background men and animators. In a class taught by Joe Grant we would have certain directors, animators, story men, and such men as Philippi and Codrick. And again, a class conducted by Ham Luske would have certain directors, layout men, animators, etc. All of the men teaching classes would be chosen for their Proficiency in a specialized subject, and all of the men attending the classes would be chosen for their Deficiency in the particular subject being taught. This systematic approach would be employed throughout the studio in the training and development of all men.

NATIONAL LABOR RELATIONS BOARD
EXHIBIT NO. 19
CASE NO. 2104
IN THE MATTER OF
DATE 10/14/42
WITNESS
ETHEL E. FISHER, OFFICIAL REPORTER

Set all but pencil notations
Walt
Paul

[Pencil notations]

Approved by
Dave Hand

Respondents Exhibit No 19

INTER-OFFICE COMMUNICATION

TO MR. _____

DATE _____

FROM MR. _____

SUBJECT _____

In order to accomplish such a complete control of our creative personnel, we will have a carefully selected "Development Board" capable of understanding present problems along with the necessity for development according to the dictates and vision of Walt. In order to be able to make the all-important decisions regarding the type of instruction both in and out of the studio, this "Board" will be fed it's information from several sources. Mainly, the vision necessary as a guidance for future development will come from Walt. These men themselves will be expected to look enough into the future in order that they properly guide this development. A "Personnel Department" supplying this Board with all information relative to a man's abilities, deficiencies, progress, etc., will be available to them. They will especially be concerned with the choice of studio faculty members, the subjects they teach and the members of the outside faculty by whom the studio faculty, itself, is taught. The choice of men for each specific class will be left to the head control of each specialized department, i.e. Story, Layout-Background (including all color,) and Animation. These heads will be supplied with complete information at all times by the "Personnel Board" and will continually check on a man's progress, or lack of progress, in order that he may be set into a specific kind of class, as the report card would seem to indicate.

The following is an example of how the method would work: Each animator deficient in stageing an idea would attend classes where he would be gathering the kind of instruction that would improve this deficiency, i.e. that of a director specifically teaching "selling an idea," that of a layout man specifically teaching "stageing as it applies to clarity in presenting action," that of a gag man chosen to instruct "putting over a gag," etc. This very same animator might, himself, be found instructing certain of our personnel deficient in "animation timing," or whatever he was most proficient in.

A further approach to this vast development project is the intention to "earmark" our men at a particular time in their growth for specific specialized work, and at this time to set in classes for them whereby they will be developed according to their "earmarks." The intention of this whole plan is to guide our men according to their so-called "earmarking" and not to clutter their minds with things that would only interfere in their specialized development. Naturally, this does not mean that each man will lose a broadness of conception of our medium, because it is so planned, according to the class that he attends, that this will be accomplished in a specialized way. This whole plan is a sincere attempt to guide the destiny of the studio and our men, individually and collectively, according to the vision of Walt and the Development Board.