Camillus Digest

MAY 1952

CAMILLUS DIGEST

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Edited by ALFRED LIEF. *Sketches by* ZOLA.

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★ The warm reception given to the first issue has encouraged the company to endeavor to publish the DIGEST semi-annually.

★ The special section, *Public Office vs. Corruption,* is dedicated to the memory of Robert P. Patterson, who was a Judge of the U. S. Circuit Court of Appeals and Under-Secretary of War — an exemplar of integrity in public office.

★ In each issue a pertinent public topic will be treated as a contribution of CAMILLUS DIGEST to the common weal.

Printed in the U. S. A. by Columbia University Press
Typographic design by Melvin Loos

What Kind of World Can We Hope For If We Take the Road of Common Sense?

THE NARROW LINE

By Bertrand Russell

Condensed from This Week Magazine
New York Herald Tribune

SOME YEARS AGO, Wendell Willkie startled mankind by talking about "one world." But although he explained his ideas lucidly in the Kremlin, the Kremlin failed to adopt them. I think that in this failure the Soviet government was wholly irrational. If one can assume that the members of the Politburo wish to die in their beds, one would expect them to be willing to adopt a policy more like that recommended by Willkie.

However, that seems to be not the way that dictators' human nature is constituted. In spite of the examples of Mussolini and Hitler, Stalin seems to be heading for a similar sticky end. Both of these men could have died in the lap of luxury if they had had even a modicum of common sense, but this tiny modicum was lacking.

The "one world" optimist is persuaded that the reasons in favor of world-wide cooperation are completely overwhelming and must, sooner or later, convince even Molotov. Possibly he is right; possibly the reasons against the present division of the world into two hostile camps could be presented so eloquently, so simply, and so convincingly that almost all mankind would be won over.

Consider what a happy world we could all live in if this hostility did not exist. The Russians would no longer be compelled to industrialize and rearm so rapidly as to keep peasants and wage earners on the verge of starvation. The energies of that enormous country could be diverted to producing consumer goods, and in a very short time the abject poverty which is now almost universal there could be brought to an end.

Western nations would no longer live in terror of invasion or atomic

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disintegration. Consider for a moment how rich Detroit would be if Russian labor were devoted to producing roads and food, and the food used to buy American cars. And imagine for one moment the orgy of delight that would be caused by the reduction in income tax. The world would be filled with happiness if only East and West could believe that they are not concerned to compass each other's destruction.

The "one world" optimist is a man who thinks that this miracle of common sense could be achieved. Is there any hope that he is right? On my cheerful days I think there is some. I think that if a world war could be avoided by hook or by crook for another two years, rearmament will have made the West so strong that Russia will give up hope of world domination and will cease to exploit discontent for purposes of revolution.

I think that once the Russian government were compelled to abandon the sinister hopes which now make it a danger to mankind, there would be before long a change of mood in the conduct of Russian affairs, and a gradually emerging possibility of genuine cooperation between East and West.

I do not think that such a possibility can exist unless the West is quite obviously stronger than Russia in a military sense. But it is difficult to induce populations to accept sacrifices involved in rearmament except by emphasizing the danger of war and the malevolence of those against whom we are rearming. A vast body of hate is almost inevitably generated. And when those who feel this hate become conscious of their power, it will be difficult to persuade them not to use it.

I think that when the West feels assured of victory if a war should occur, there will be much less consciousness than there ought to be of the evils that even successful war must inevitably bring about.

For these reasons it is vitally important that throughout the process of rearmament it should be made clear that the purpose is to prevent war, and that war ending in victory, though vastly better than war ending in defeat, cannot be nearly so desirable for anybody as the avoidance of war without appeasement.

We have therefore to steer a narrow line between appeasement on the one hand and bellicosity on the other. It is a difficult line, not in theory but in political practice.

I do not know whether the West will succeed in maintaining this line, but so long as there is hope, all sane men should work for its realization.

The man who paints a gloomy picture of the near future has on the whole an easier time of it than the man who tries to paint a cheerful picture. The large obvious facts are almost all such as to make painful conclusions seem plausible. Suppose you are compelled to argue with an effete European pessimist who makes you a speech in the following terms:

"Russia is controlled by a band of ruthless and ignorant fanatics who shrink from no barbarity in the pursuit of their ends. Asia, with the exception of the Indian Peninsula and Ceylon, is so obsessed by dread of Western imperialism that it is practically unconscious of the new-style imperialism practiced by the Kremlin.

"Egypt, from hatred of England, pursues policies which might easily give Russia control of the Suez Canal. Throughout Africa the policy of the South African Government is turning every educated Negro into a Communist.

"Nor is the Western hemisphere secure. No one can prophecy what success Communism may achieve in Latin America.

"Most French people, having survived the last war by submission, hope to survive the next war by the same policy. The British, who are as firmly opposed to Communism as the Americans, have to submit to daily insult from Republican politicians and sections of the American press.

"From an American point of view it may be quite satisfactory if a region is first overrun by the Russians and then liberated by means of atomic bombs. But from the point of view of those whose 'liberation' consists in being turned into radioactive gases the process is not wholly satisfactory.

"When finally American victory is secured, the only non-Americans who will have cause for wholehearted rejoicing will be Franco and Chiang Kai-shek. And so the great war for freedom and democracy will end in the victory of obscurantism, gangsterism, and military tyranny imposed upon reluctant populations by American might."

Suppose by some miracle that you have controlled yourself sufficiently to listen to the whole of this diatribe, what will you say in reply? That of course will depend upon your politics.

If you are an extremist, you will say that Franco and Chiang Kai-shek are patterns of all the virtues. As for African Negroes, you will

BERTRAND ARTHUR WILLIAM RUSSELL

British philosopher, mathematician, and winner of the Nobel Prize for literature, will be 80 years old in May. In 1931 he succeeded to the earldom created for his grandfather, but he still prefers not to be called Lord Russell. In that year he was my guest at a small conference in New York, of persons interested in international peace, and predicted: "The next war will leave Europe in a state of collapse." World government would not come any sooner, he said, and: "Governmental devices for bringing peace are the merest eyewash." —A.L.

hold that they should be taught their place. The French, you will say, are of no account, and the British are Socialists, which is almost as bad as being Communists.

This is a consistent answer, but it is not one which would please Thomas Jefferson or Abraham Lincoln. If you are one of the great majority of Americans who care for the ideals that America has represented in the world, you will wish to find a different kind of answer.

You will realize that bitter experience has made most Frenchmen indifferent to everything except the desire for a quiet life, and that if rearmament had proceeded to the point where it were necessary to keep Russian troops out of France, you would find a totally different spirit in that country.

You will understand that in view of the long history of European imperialism in Asia, there is a dread of America, which, however misguided, is not wholly surprising and needs to be dispelled by a very wise and conciliatory policy on the part of the United States.

You will endeavor in all American propaganda to substitute positive ideals for the somewhat arid cry of mere opposition to Communism.

The things that America has achieved at home are very great things: a level of prosperity, health, and education which is new in human history, and a technical efficiency which commands the admiration of the world. You will understand that America will be loved elsewhere if it is thought that American influence will bring these benefits to other countries.

The Western world cannot be safe while vast reservoirs of poverty and population persist in Asia and Africa. For our own sake, just as much as for the sake of those continents, we must find ways of bringing to them those good things which we value in the Western democracy.

We must bring them industrialism and education. We must bring them a stable government, as democratic as their level of education makes possible. We must bring them a system of land tenure which will not be unduly oppressive. And we must enable them to cope with the appalling pressure of increasing population.

All this, of course, will cost money, but the alternative is the gradual degradation of the West to the economic level of the East.

A world which is divided into two worlds will be unstable, and, in the long run, the way of life of the less fortunate part will prevail everywhere unless the more fortunate part takes vigorous steps to secure a happier result.

We cannot permanently preserve what we enjoy except by sharing it with the rest of mankind.

A Glimpse at the Grass Roots in Camillus

Life in Our Village

Happy the Helping Hand

One of the finest things that the folks at the factory do in the Village of Camillus is to maintain the Helping Hand Fund. It started in October, 1950, with a plan providing for any employee who so desired to work an extra half-day and contribute these "happy hour" earnings to the Fund. The company agreed to add, as its share, 50 percent of the total earned by these volunteers.

The idea took readily. Eighty-six out of every hundred men and women on the payroll participated. The sum was considerable.

To administer the Fund, an advisory council was set up, consisting of regular employees and executives. They made disbursements to the Community Chest (largest portion), the American Red Cross, the Onondaga Health Association, the tuberculosis and infantile paralysis drives, the Rheumatic Fever Association, and among local needy families. Some of the monies were used in a revolving fund to extend aid to individuals in the plant who might be in financial difficulty because of family illness or accident.

The men and women who worked the half-day and donated to the Fund—that is, those who gave evidence of their faith and works—were exempted from solicitation for any charities for the ensuing year.

It was a joyous experiment, as well as a practical one. It succeeded so well in its simplicity and directness, that last October the Helping Hand Fund was repeated. And this time 94 percent of the employees took part.

☆ ☆ ☆

Trouble in Paradise

Our beautiful town of the hills carries with it, besides a picturesque landscape, a distinct hazard to the residents of the village. This results from the heavy traffic that scoots through the center of the community on Route 5. About twice a year a large truck gets out of control and wreaks havoc.

The company erected a stoplight a few years ago on Genesee Street at the factory entrance. A part-time policeman is also on duty. This reduces traffic mishaps. But the hills—the eternal hills—are nature's circumstances beyond our control.

Last December, in the wake of a snowstorm that enveloped Central

New York, a tractor-trailer skidded down the west hill into Genesee and plowed into parked cars and people waiting for a bus and an oncoming milk truck. Nine persons were injured and given first aid in local stores. Three were company employees: Ethel Hyland, Sophronie Bishop, and Rose Mary Palumbo. Miss Palumbo and her sister, Mrs. Margaret Gardynski, a former employee, were taken to St. Joseph's Hospital and placed in casts.

☆ ☆ ☆

Safety Is Our Business

With safety guards on our machines and other preventive measures—plus the conscious effort of personnel to avoid accidents—our plant has won the 100 percent award quite a number of times in the annual Associated Industries Safety Contest. Some years we were group winner. Other years we got a mention, and it was honorable. For the years 1948, 1949, 1950, we attained 100 percent.

☆ ☆ ☆

Where's the Fire?

The siren wails. Its voice rises, penetrates every part of the factory, and cries out to the whole village and for two miles beyond. Kenneth House, tool and die maker, stops work. Chief of the Camillus Fire Department, he springs into action. There is community work to be done.

Across the road from the factory stands the modern fire house which the village and our company cooperated in building and equipping. The volunteer corps that rushes up to man the apparatus is regarded as the best equipped and best organized in Onondaga County. Twenty-one of its 36 active members are company employees. In the American tradition of rural volunteers, Camillus fire-eaters are conscientious and brave.

The early history of the village is charred with disastrous fires that wiped out attempts at establishing industry. Even as late as December, 1909, the village merely owned a single hand-operated pumper and depended on untrained townsfolk to answer the summons when the loud timbrel sounded. Then the fire department was organized; it acquired a hose cart and about 600 feet of hose. There were no hydrants.

The first chief was A. E. Daniels. Improvements came gradually, and in the succession of chiefs some were employees of the company. Notable among them were Bill Kelsey, who worked at the plant more than 50 years before his retirement; Francis Haney, who later became the local barber, and Gus Kuepper, now the foreman in the assembly department.

The calls come in at the factory, not at the fire house. A resident reporting a fire dials a special number, the phone in the boiler room rings and simultaneously sounds off a small siren which alerts the watchman. He at once pushes the button that sets up the cycles of the big siren. A man runs into the room to find out where the fire is, and dashes out to the fire house, where his comrades are rarin' to go.

Present apparatus consists of two motorized pumpers, 2,200 feet of hose, an emergency truck (ambulance), a portable lighting plant, a resuscitator, two chemox masks, and first-aid equipment.

The boys do an excellent job. When they leave their work for public service, the company compensates them for time out.

If the call comes at night, the chief, who lives near the house, phones the boiler room for the location of the fire. No time is lost. A watchman is at the post 24 hours a day.

A county-wide cooperative system enables the firemen of one community to stand in for its neighbor when the latter's men are called out. In this way Solvay's apparatus may move into Syracuse, Camillus' into Solvay, and Marcellus' into Camillus. Set up as part of the civil defense system to cope with disaster, this procedure serves also in fighting fires. We're well protected!

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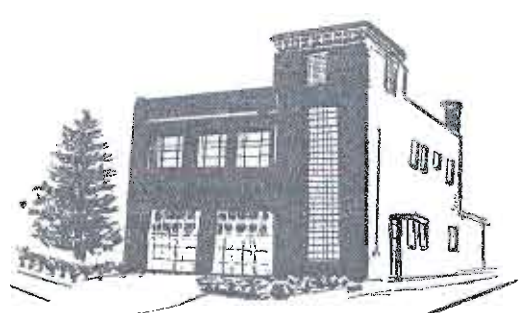
Personal Mention

The Forty-and-More Club. Offhand, how many men would you say were in the company's employ 40 years on Dec. 31? . . . All right, their names are Fred Wishart, Frank Kappe, August Hartkopf, Stephen Sanders, Gabor Nagy, Sr., John Stanislay, Sr., William Roth, Joseph Stanislay, Isadore Greenberg, and Jacob Bronstein. Now count them, and see how good your guess was.

Hobbies pay off. At least three men in the grinding room have found this so. Clifton Troup has earned a considerable reputation as a gunsmith. Sam Latone exercises his musical talent as a guitarist in an orchestra. And Louis Guercio runs a driving school in his spare time. What gives in your own hobby lobby?



Molecules of Carbon Have Marvelous Habits

THE STEEL IN OUR KNIVES

WHAT is behind the phrase "high carbon steel"? The answer is more of an eye-opener than science fiction, only it takes a microscope to aid the eye and reveal the grains of the steel's inner structure.

Steel is an alloy of iron and iron carbide, the iron absorbing the carbon. The different pictures that show up in photomicrographs vary according to the low carbon and high carbon content and the condition before and after heat treatment. Each one tells the metallurgist the story of the steel's chemical composition and what this means in terms of hardness and toughness.

The greater the proportion of carbon, the stronger and harder is the steel likely to be after proper treatment. Each one-hundredth of one percent increases the possible strength by about 1,000 pounds per square inch.

As the percentage of carbon is increased, steel passes through various grades: extra soft, mild, medium, medium hard, and hard. Each grade is suitable for specific purposes. But even with high carbon steel that meets the rigid requirements of knife blades and tools, the cooling must pierce deeply. Otherwise, the inner changes which occurred in the molecules during the intense heating will be arrested; the steel will not be thoroughly hard.

In other words, the first essential is the right grade of raw material. The second is the right technique in the procedure known as "hardening and tempering."

THE judgment and skill of man, however, hinge on the behavior of the molecules. As the metal absorbs the carbon into its own crystal structure, the crystals hold the carbon in what metallurgists call "solid solution" at high temperatures. During rapid cooling, the crystals are transformed from "gamma" iron to "alpha" iron; the particles of carbons are widely dispersed. If the chilling or quenching is slow, there is trouble—the carbon becomes separated from the iron and the steel is soft.

Aiming at hardness is one thing, but faulty quenching may bring brittleness, too. By gradually reheating the already cooled steel, you will

set in motion a renewal of the crystal transformation and thereby temper the steel. This results in greater toughening along with more resilience.

After the molecules have had their field day, tests are made to find the score. The Rockwell instrument, used to measure hardness, determines the degree by the depth of indentation made in a piece of steel by a diamond point thrust against it under a given weight. Toughness—impact strength—is also measured. A swinging hammer fractures the test piece, and the amount of energy absorbed is recorded.

Tests such as these keep check on the painstaking which, at Camillus Cutlery Company, begins with the selection of electric-furnace-refined straight carbon steel. This is high carbon steel without "fancy" alloys or harmful impurities. For many years Camillus searched for alloy steels which might have better characteristics. There is nothing available—nothing better than straight carbon steel for sturdy pocketknife blades that must hold an edge.

The blades are heat-treated and tempered in electrically controlled furnaces for uniform results. They are hard. They are sharp. They are not so hard as to be brittle.

If a blade were tough enough to be used as a screw driver or chisel, it would not carry the best cutting edge. Tools designed for these other purposes, and incorporated in a pocketknife, are made of the same hardenable steel but treated according to their needs. For the springs, Camillus prefers steel of a little lower carbon content. The springs are carefully tempered so that toughness and resilience predominate and long life is assured.

The best blades for kitchen and carving knives are made of the same straight carbon steel that we use for pocketknife blades. As most household knives are subject to bending strains, the tempering is performed with an eye to making these blades tougher.

Speaking of household cutlery, the question of staining comes up. Chromium was found to resist stain and rust. Chrome plating began to be adopted to keep the blades looking bright and pretty, though the plating does not last forever.

A search went on for true stainless steel.

Alloys of chromium and iron have long been known to resist corrosion and oxidation, but without carbon they definitely lack the desired qualities of hardness and holding the edge. Carbon, on the other hand, tends to diminish the effectiveness of chromium. Therefore low carbon steel was at first used to produce so-called stainless steel. It lacked the carbides to provide a fine cutting edge.

The quest for the right combination of chromium and carbon and iron was further complicated by the difficulty of achieving satisfactory heat treatment and—even more elusive—the problem of smelting chromium ore cheaply without contami-

nating the chromium with carbon.

For many years Camillus refused to accept what was offered as stainless steel for cutlery. The material simply could not be fabricated as quality merchandise.

Only recently were scientists able to arrive at the proper proportions of chromium and carbon. This steel is so tough that few mills have attempted its production. Camillus received virtually the first pound of it and helped in its development among American steelmakers. Laboratory experiments pointed the way to scientific heat treating.

The stainless steel we use for our kitchen and carving knives has a high carbon content. It carries a fine edge. Yet it will not stain or rust. These products are so good, they bear the Camillus brand.

A Letter from Bangkok

ROBERT WEBER, formerly associated with Camillus Cutlery Company and now serving on the U. S. Special Technical and Economic Mission to Thailand, writes from Bangkok. He has been there since last July. We sent him *Camillus Digest* to maintain the bond between us, and Bob and his wife "have had a lot of pleasure in reading it." Returning the favor, he gives us a view of his own locale:

"The Thai people are extremely friendly and likeable. It is hard for us out here to keep remembering just how unknown, despite *Anna and the King of Siam* and *The King and I* [the popular book, movie, and play], and how relatively unimportant Thailand is to the people back home.

"If you look at the map and note the strategic location of this country, however, surrounded as it is by countries which are either under Communist control or in chaos, you will immediately appreciate the significance of the work we are trying to do in supporting and strengthening a stable pro-Western government in Thailand."

As Bob Weber circulates the *Digest* in Bangkok, a number of Thai people are learning how democracy works in Camillus, U.S.A.

CAMILLUS BANK SERVES THE COMMUNITY

EVERY structure in the village, every home, every factory building, stands for security in the community's life. But the obvious symbol is the bank.

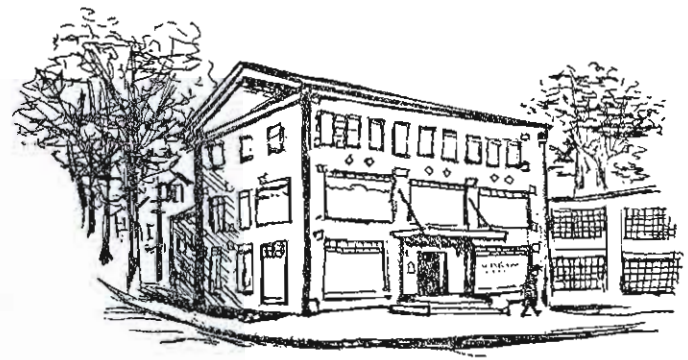
On January 1, 1952, Camillus Bank had deposits amounting to $1,772,345.09—a tidy total for such a small area. But the safeguarding of funds is by no means the only function performed. A bank is pre-eminently an instrument of progress.

By the judicious application of a portion of the deposits to real estate mortgages, state and municipal loans, and business loans, the bank furnishes the means of furthering business enterprise, public undertakings, and personal welfare. To accomplish this mission it takes persons of integrity, skill, and devotion. Many local people have served.

The story goes back to July 2, 1923, when the charter for Camillus Bank was issued in response to local needs and urging and the encouragement of Alfred B. Kastor, who was then treasurer of Camillus Cutlery Company. Four days later the bank opened for business with a capital of $25,000 and a surplus of $12,500.

These figures are explained by the fact that 250 shares of stock of $100 par value were purchased by the founders at a price of $150 a share. Right from the start, the large amount of business transacted proved the need for the bank—and so did the rapid growth of assets.

William J. Maxwell, who had been a banker in Niagara Falls, was elected as the first president of the board of directors. Serving with him on the board were John Munro, M.



J. O'Hara, Charles E. Sherwood, William D. Wallace, E. O. Smith, Guy M. Sands, T. H. Munro, J. M. Haney, E. K. Munro, and B. L. Bush. All were active, working hard to make the bank a community success. Of the original board, Mr. Smith and Mr. Wallace have survived the years and are still directors and officers.

MR. MAXWELL served as president for 18 years and gave Camillus Bank the benefit of his experience and his resources when they were sorely needed. Another self-denying founder, Mr. O'Hara, provided the bank with its valuable site on Genesee Street.

The first test of strength and stability came in the trying days of the Great Depression, when the banks of the nation were closed by President Roosevelt's proclamation in 1933. To meet the new conditions for reopening, under a certificate from the state banking authorities, many residents pledged assets, Mr. Kastor made a substantial pledge, and the Reconstruction Finance Corporation granted a loan.

Growth since then has been continuous. The R.F.C. loan was entirely repaid in five years. Cash dividends to shareholders have been paid since 1936, and on the 25th anniversary of the bank a 100 percent stock dividend was declared.

Over the years a conservative policy has been followed on investments. They are placed in well-secured, low-appraised real estate mortgages, United States Government securities, and in state and municipal bonds. Of 156 real estate mortgages owned by the bank, all but a few are on a 10-year amortization basis. Camillus Bank is one of the best and strongest financial institutions of its size in the State of New York.

This was the condition of the bank on January 1, 1952: capital $60,000, surplus $60,000, undivided profits $56,743.19, reserve for contingencies $5,000, reserve for discount $1,000, and the large deposits mentioned above.

The present board of directors consists of W. D. Wallace (president), E. O. Smith (vice president), H. H. Paddock (vice president), F. E. MacCollum, B. E. Shove, Charles P. O'Hara, Marshall E. Hall, W. D. Forward, and B. Keith Bush. Among local citizens who served on the board in the past were John D. Rhodes, E. L. MacDonald, and P. A. Munro.

Mr. MacDonald was the bank's original cashier. He acted in this capacity until his death last year, when C. M. Brown was elected cashier. The present assistant cashier, Alice M. Van Auken, has given the bank devoted service for 19 years. The quality of the staff has always been high.

Under Cashier Brown's management, Camillus Bank is advancing, supported by the board's confidence that he will lead the bank into greater responsibilities and greater prosperity for the community.

Were You Ever a Child?
He Thought of You—

Bernard Denzer

UNFORGETTABLE DOCTOR

THE BUSINESS of being a parent is a delicate job requiring a desire to understand the workings of that strange little mind that lives in a world we all have passed through but unfortunately cannot recall."

The business of being a doctor specializing in children's diseases was enhanced by this insight which Bernard S. Denzer possessed and expressed. He recognized that a child's environment must be adjusted to develop both mental and physical health.

Thirty years ago, before child psychology became a vogue, this pediatrician told in a little book what he had learned in overlong days and nights of fighting to save lives, helping children to grow into useful citizens, and coping with parents.

Dr. Denzer spoke of "the neglected age." The years from two to six were often also a mismanaged age. He could be severely impatient when smother love replaced mother love; when children were pressed into patterns they did not fit, instead of being left free and happy. Many a mother was irked because she had to be as conscientious as the doctor was. She did not know it, but on her child's file card there were some notes about her, too.

"The individual who lives most completely in each stage the life normal to that stage, is best prepared for the succeeding stages of life," Dr. Denzer said.

To the task of preparing boys and girls for maturity he dedicated himself at the outset of his medical career. Born in New York in 1886, graduated from Columbia University, he received his degree from The Johns Hopkins University School of Medicine in 1910 and went to Chicago for post-graduate study in pediatrics. Small in stature, quick of movement, the young doctor had a dry, sharp humor which the merriment in his brown eyes betrayed.

His scientific bent was evidenced in research work in the pathological laboratory of Mount Sinai Hospital, New York, and on an expedition into Mexico in 1916 to study typhus fever. One of the researchers with him contracted typhus and died of the disease.

In the First World War, Dr. Denzer joined the Mount Sinai unit

which formed Base Hospital No. 3 of the American Expeditionary Forces. The hospital site in France was an ancient monastery at Vauclaire, Dordogne, and here more than 9,000 soldiers were treated. Lt. Denzer was appointed chief of the laboratory service and promoted to captain.

Homeward bound, early in 1919, the ship returning the unit's personnel to civilian life met the *George Washington,* which was bearing President Woodrow Wilson to the Paris Peace Conference. The President was clearly seen on deck, smiling and waving a greeting.

Dr. Denzer went into private practice and a fuller life. He married (with the blessing of his uncle and guardian, Adolph Kastor) Erma O'Brien, whom he had met in the Chicago hospital, where she was a nurse. He became an instructor in children's diseases at the Cornell University Medical College and continued research at the New York Nursery and Child's Hospital. Studies in peritonitis led to his origination of a new method of diagnosis of this ailment in infants. It was a capillary tube, used for abdominal puncture, and became widely known as the Denzer needle.

Other studies in this period centered on duodenal obstructions, rheumatic heart diseases, and anemias, all reported in medical journals. Dr. Denzer now served as adjunct pediatrician at Mount Sinai, a post he was to hold for 17 years. To quote a colleague: "He was of great value to us—a keen clinician, a hard worker, an excellent teacher, an original thinker. He had an exceptional talent of public speaking and could hold his audience both when the subject was a serious one and not less so when wit and humor were needed. He was a delightful companion."

And an understanding father. The Denzers had three sons—Peter, James, and David—who grew up in the busy years of his private practice and are now in diverse professions.

He was an unusual doctor. On the one hand, interested in the scholarly aspects of disease, its history and development, yet he had a deeply human concern for his patients and worried about them. He would not let any corners be cut. He could not go to sleep unless he felt that he was doing all that was possible for them.

Children either loved him or could not make him out. One day, when the radio was on in a sick boy's room, the little doctor walked in briskly and shut it off. Anger crossed the face on the pillow, but only for a moment, the doctor remarking, "I don't want any competition." He had taken command of the situation.

After a year of working on a difficult case, he turned to the patient's mother and shook hands with her, saying, "Both the doctor and the mother are to be congratulated."

At Academy of Medicine meetings he was both eloquent and courageous. "Many a time he was a lone wolf," a fellow member recalls. "Bernie Denzer maintained his position when others didn't have the gumption to speak out and take a stand."

In 1939 he resigned from Mount Sinai to become chief of pediatrics at the Bronx Hospital. Taking time from his practice to watch over multitudinous details, he brought the clinical service up to the high grade of perfection which alone could satisfy him. "His relations with the doctors on his staff were always cordial and helpful. He was the spark plug for the research interests of many of us. He gave freely and enthusiastically much valuable advice and felt no thanks were due, since this was his duty as the director."

But he had taken on a heavy load of work. Illness overtook the doctor in the summer of 1947 and he retired. He withdrew to his country home in Shelton, Conn., and with his wife entered into the community life as helpful and beloved neighbors. Even in his last days Bernard Denzer was thoughtful of others, asking them not to exert themselves in his behalf, uncomplaining, gentle as ever, and graceful in his words.

On the afternoon of November 15, 1951, he lay down to rest. And in his bed he passed away.

The many men and women alive today, who as babies and children were nurtured back to health by Bernard Denzer, are his monument. Of the doctor who loved to teach, it can be aptly said in Shakespeare's phrase: "How far that little candle throws its beams!"

He thought of life in terms of growth. Growth that must not be forced. Growth of "this delicate mechanism, the human machine." He urged parents to think of a child as "a moving picture rather than a photograph"—making progress, but not at the expense of nervous strain. "To one principle parents must hold firm: that a child cannot be molded in the form they desire." According to their natural endowments children grow into members of society. Dr. Denzer envisioned the goal: "useful citizens."

Important Projects

THE LATE Philip D. Armour, meat packer and founder of the Armour Institute, was very fond of his sister Marietta and respectful of her judgment. "There never was such a sister as mine," he said. "I never used to trade jackknives without consulting her, and I don't build institutes without doing it."

Bouquets in the Mailbag

Brickbats must be in short supply; not one was found among the orchids that greeted the first issue of Camillus Digest

EDWARD L. BERNAYS, public relations: "I enjoyed the *Camillus Digest* Jubilee Number greatly. You have humanized the business extraordinarily well, and in a very readable way presented the facts and background which will make your company stand in the mind of the reader for a great deal more than the knives it makes. The magazine gives an impression of tradition, stability, principles, and integrity."

WALTER D. BINGER, consulting engineer: "I have read *Camillus Digest* literally from cover to cover. It is hardly possible to overpraise it. Both in its contents and its modern format, it is tops for the purpose to which it is dedicated.

"Curiously, many of the articles would really fit perfectly into the *Reader's Digest,* since they are quite of the pattern—something that starts in a small town or in a small way and spreads all over the country. The story of the founder carries the theme of the whole: success without smugness."

J. STEWART BAKER, chairman, Bank of the Manhattan Company: "I gave particular attention to 'The Profit Sharing Trust Keeps Growing.' The company's foresight in arranging for and contributing to this trust has been fully justified, and I congratulate you upon the results obtained for the ultimate benefit of your participating employees."

COMMISSIONER HAROLD KELLER, New York State Department of Commerce: "A really worthwhile publication."

ROBERT W. MCEWEN, president, Hamilton College: ". . . an excellent illustration of an American business at its best."

J. ARTHUR BOGARDUS, chairman of the board, Atlantic Mutual Insurance Company: " 'The Story of Adolph Kastor' is typically an American success story and depicts the opportunities which exist in this country for young men with ambition and vision. I found it intensely interesting. What was done in Camillus for the workers and for the village is a most inspiring story.

"Incidentally, *Camillus Digest* is a very interesting publication, indicative of the broad vision which has made the Camillus Cutlery Company a successful organization."

CLIFFORD L. LORD, director, Wisconsin State Historical Society: "This is good history."

What Some of Our Customers Say

"*Camillus Digest* has given me a very clear insight into the kind of company that Camillus Cutlery really is."

"The letter quoted on the last page ('The First Lesson') is so extremely sound that I have called it to the attention of our salespeople."

"Congratulations on your 75th anniversary and on *Camillus Digest.* It is concerns like yours that have made America great."

"We are very proud of our connection with Camillus and consider it one of our major and one of our prestige lines."

"Your presentation is excellent, especially the 'Unforgettable Character, The Story of Adolph Kastor.' Best wishes for the future."

"We bought merchandise from Adolph Kastor when he was in New York on Warren Street [more than 60 years ago]. Your line of pocket cutlery is truly a fine line."

"It is certainly a wonderful achievement that your company has remained in the family over this long period and has enjoyed the confidence, respect, and admiration of those whom you serve. Progress is something that just doesn't happen but results from wise guidance and work."

"We of our organization are very happy to be associated with Camillus Cutlery."

"We wish you continued success as leaders in the cutlery field. You have a very fine organization and it's our sincere wish that you can continue to grow and prosper."

"Camillus has made a name for itself, and we are glad that we have had the privilege and pleasure of distributing your line in our territory. We have made the name Camillus popular, and we hope that we can continue to have Camillus cutlery dominate the field in the territory in which we operate."

"The long years of cordial business relations between our respective organizations are a matter of great satisfaction to all of us."

"We also want to thank you for the splendid cooperation you have given us in supplying us with Camillus merchandise and look forward to

continued years of business with your company."

"We appreciate our connection with your company . . . . I wish every salesman on our force could read *Camillus Digest*. I am going to pass it around to them."

"You have established an enviable record—you have built up a fine reputation—you have made many friends and you have served them well."

"You have an unusually fine and outstanding company. We very frankly feel quite proud to be considered as one of your major distributors."

"I have found it a pleasure to do business with your company."

"*Camillus Digest* has taken our company by storm . . . . It would be a great thing if our own customers could understand our company as well as the people here understand Camillus Cutlery Company after reading the *Digest*."

And Some of Our Suppliers Add—

"In reviewing the history of the pocket cutlery industry and seeing the changes and eliminations which have taken place during the past 25 to 50 years, we must say it is really a credit to anyone who has progressed to the degree of success attained by Camillus Cutlery Company."

"I do not know with any certainty as to the number of years there have been business dealings between us, but some of the records we have here at the office go back to 1903 and show that you were substantial users of our products in that year. I can recall my father speaking most favorably of your grand company."

"We feel proud that we have had at least a small part in your success."

"My initial business contacts with Camillus Cutlery Company date back to 1920—others in our organization claim a longer association. With unbroken continuity, it has been an experience in the finest tradition of our cherished free enterprise system. More than this, the lasting friendships formed add affection to the Camillus story as only old friends, tried and true, can know."

"We take pride in having been associated with your company for so many years. Our best wishes for the next 75."

"It is a very fine tribute to your management that you have built up such an enviable position as is enjoyed by your company."

"Congratulations on the attainments of Camillus Cutlery Company, not alone because of its industrial success but also because of its contribution to the social and civic life of your community and state."

For a Steak-Conscious America

THIS BEAUTIFUL SET OF 6 STEAK KNIVES BY CAMILLUS—HIGH CARBON STAINLESS STEEL. *The blades cut deftly,* 5" LONG, TIP-SERRATED, HOLD A PERMANIZED EDGE. THEY ARE FORCE-MOLDED TIGHTLY INTO STRONG *handsome ivory Nylon handles.* THE SET, IN A POLISHED HARDWOOD BLOCK HOLDER, RETAILS ON SIGHT FOR $7.95

(# P 122)

Father Fights Inflation

"Dad," said Mother, "you know how much you like steak. Let's all have dinner at the restaurant tonight. Of course it's expensive but I want you to have a treat."

The Master of the House brightened. "Mother," he said, "here's an even better idea. How about buying five dollars worth of meat at the butcher's and using our Camillus steak set?"

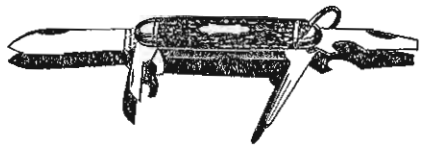
KNIVES TO REMEMBER

Production for Use

AMERICA'S ABILITY TO PRODUCE GOODS
IS MEASURED BY KNACK AND INTEGRITY
IN BUILDING *SERVICEABLE* PRODUCTS

2 Camillus Examples
in high carbon steel

FOR ELECTRICIANS and mechanics, keen edges for tough use: a spear cutting blade; a screwdriver blade (with lock that prevents closing when in use) has sharp edge for scraping insulation; brass linings, nickel silver bolsters, strong rosewood handle, sturdy shackle. (#27)



FOR ALL OUTDOOR USE, this full-sized four-blade camp knife: cutting blade, screwdriver-cap lifter, punch, and can opener; brass linings, nickel silver bolsters, sturdy shackle, tough Plastag handle. (#99)

CAMILLUS CUTLERY COMPANY, CAMILLUS, N.Y.

Serving the Nation's Cutlery Needs Since 1876

The Forty Years of JOSEPH LOWE

ON OCTOBER 3, 1912, a boy trudged the streets of Manhattan. It was his birthday. Fifteen years old, he had come over from his home in Coney Island to look for a job—not any job but a steady one. On October 3, 1952, Joseph P. Lowe will celebrate his 40th anniversary of service with the company.

He certainly found a steady job. Adolph Kastor, up on the top floor of the Duane Street premises, hired him as an office boy. It was the biggest thing that had happened in Joe's young life since Jack Johnson knocked out Jim Jeffries two years before. But his career in cutlery was almost cut short soon after it began.

At noon one day, because of the illness of one of the men in the office, Joe was called upon to deliver an important check to the Customs House down at the Battery. It had to be in Uncle Sam's hands by 2:30 o'clock that afternoon. The instructions were plain: Deliver the check, then have your lunch.

In the strange promptings of youth, Joe strolled to the waterfront, took lunch, and was fascinated by the boat that was ready to make its run to the Statue of Liberty. The barker shouted, "Step up, folks," and Joe stepped up the gangplank. He figured he could make the round trip in ample time to deliver the check.

Arriving at Bedloe's Island, he did what everybody did. He climbed the stairs of the statue. When he reached the crown, he took in the scenic view of the harbor through the windows. The prospect was not entirely pleasing—he saw the boat leave.

Joe raced down the steps and learned that the next scheduled departure had been cancelled. He could not leave the island till 3 o'clock. There was no telephone connection to the mainland at that time. He was stuck with Miss Liberty and wondered whether the Kastors would set him adrift.

An hour later he was back in the office. All the members of the firm were there to greet him—a fearful welcome, for he knew that they knew the check was still in his possession. But they were forgiving. They believed that a person should make all his mistakes in the beginning.

Time marched on. And it picked October again (1918) to notify Candidate Joseph P. Lowe to report to the Officers' Training Camp at

Camp Lee, Virginia. Discharged from the army shortly after the armistice, he found his steady job waiting for him, and in it he grew as a trusted, valuable cutlery man.

One of the graceful young ladies in the office was Grace V. Conroy. Love blossomed, and a wedding date was set in 1922—October 3. (Did Joe select it to help him remember?) He now received greater responsibility, in the sales department. As a salesman he traveled through New York and Pennsylvania, and later was given the West Coast and all of Canada as his territory.

The company sent him to Europe in 1931 to contact various manufacturers for the purpose of building up extensive trade in Canada. But with the rapid political change in Germany, the plan was shelved; Alfred B. Kastor foresaw the havoc Hitler would cause and therefore terminated all foreign operations.

In the fall of 1932, Joe Lowe was transferred to the factory at Camillus to serve as liaison with the sales and administrative offices, which were then still in New York. Gradually he took on additional executive duties, including the purchasing of supplies. In Camillus, Joe and Grace have brought up their two sons—Clifford, who is a graduate of Syracuse University, and Joseph, Jr., a graduate of Hobart College, Geneva.

On February 6, 1948, he was elected vice president in charge of purchasing and administration.

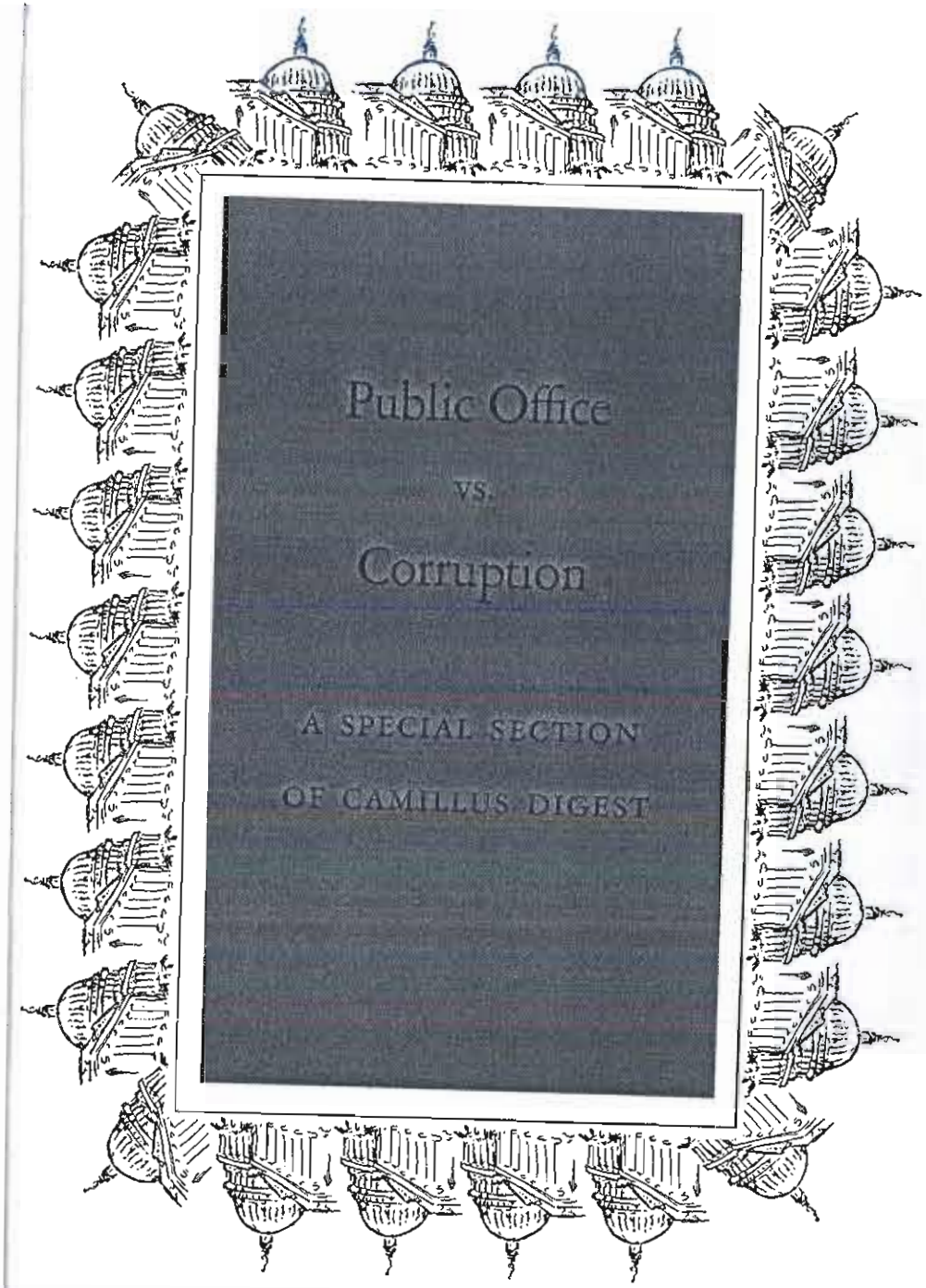
He serves on the Camillus School Board, the Community Chest, and the Library Board, and in many other ways takes keen interest in the community's welfare. A good citizen! He likes to garden, collects U. S. stamps, goes fishing at Hampton Bays, Long Island, and along the St. Lawrence River, and—shhh!—indulges in bingo.

I Remember When

My father, Ernest Busch, was the first mechanic sent to Camillus by Adolph Kastor. It was the middle of October, 1901. He had previously worked for the company in its building on Duane Street, New York. The rest of our family (five members) arrived on Thanksgiving Day, when a heavy snowstorm was in progress. When we woke up the first morning in our new home, we found the ground covered with about two feet of snow which didn't disappear until next April.

I was employed in the finishing room from 1904 through 1911. My two brothers-in-law, Julius Lilling and C. W. Tillmanns, also worked at the plant. You can add me to the list of those who eliminated a watersnake from circulation in the feeder canal. This was accomplished during the lunch hour one day with the aid of a discarded file accurately heaved from a second-story window.

—Contributed by Oswald Busch.



REMARKABLE REMARKS

"

THE APATHY, indifference, and cynicism of so many Americans in recent years about the whole business of politics has contributed, in my opinion, more than anything else to a decline in the morals of government.

—Marquis W. Childs, journalist

FRIENDLY GIFTS that may become serious and social involvements are the most elementary source of venality and favoritism.

—Paul H. Appleby, dean of the Maxwell Graduate School, Syracuse University

IN THE ENGLAND of Charles II, Samuel Pepys, the diarist, made a great reputation for efficiency in the management of the Navy Office. He cut out almost everybody's graft on government contracts except his own. *—Lindsay C. Warren, Comptroller General*

I HAVE KNOWN a great many men who would not mind at all violating some of the laws of the country about their conduct but who would not think of such a thing as wearing tan shoes with a dress suit.

—Justice Robert H. Jackson

I MAKE the observation that, at least within my knowledge, no public officer has ever bribed himself. The pressures, the undue influences, not only financial but social, upon public officers, come from the outside.

—Harold L. Ickes

BEHIND almost every successful congressional investigation in American history was some pioneering newspaper or even some persistent individual correspondent. The work of Paul Y. Anderson, of the *St. Louis Post-Dispatch,* in the Teapot Dome scandal is classic.

—Edwin D. Canham, editor, Christian Science Monitor

IT IS NOT just common honesty we require in government but an integrity lifted to the level of sacred honor. *—Herbert Hoover*

I THINK the campaign-contribution problem is one of the greatest political evils in America, and probably is as creative of political corruption as about anything in politics. Certainly it is not even touched by the Corrupt Practices Act, but rather is evaded by the Corrupt Practices Act. *—Senator Wayne Morse, of Oregon*

I PERSONALLY have a very high regard, based on intimate knowledge throughout my years of service, for the integrity of the vast majority of government employees, and believe that the business of the Government of the United States is being carried on today with as high ideals as in any other period in our history.

—General George C. Marshall

Grover Cleveland

He Didn't Say It
But He Meant It

"Public Office Is a Public Trust"

By Allan Nevins
Condensed from Professor Nevins' books

IN THE FALL of 1881 there was a general revolt in Buffalo against the corrupt government of a bipartisan ring. Grover Cleveland, a practicing lawyer in that city, who had been sheriff of Erie County, New York, was offered the Democratic nomination for mayor. In his acceptance speech he said:

"I believe much can be done to relieve our citizens from our present load of taxation, and that a more rigid scrutiny of all public expenditures will result in a great saving to the community.

"I also believe that some extravagance in our city government may be corrected without injury to the public service. There is, or there should be, no reason why the affairs of our city should not be managed with the same care and the same economy as private interests.

"And when we consider that public officials are trustees of the people, and hold their places and exercise their powers for the benefit of the people, there should be no higher inducement to a faithful and honest discharge of a public duty."

He put the idea more crisply in his letter of acceptance: "Public officials are the trustees of the people."

Cleveland gave the city an administration marked by blunt honesty and energy, particularly distinguishing himself by his veto of numerous bad bills, his exposure of a scheme to rob the city of more than $100,000 on a street-cleaning contract, and his insistence upon building a new sewage system without politics or graft. Before his first year as mayor ended, Cleveland was brought forward for the governorship.

Elected governor in 1882, he treated his office as a business commission which he had received from the people of the state. In his appoint-

"Grover Cleveland, A Study in Courage," by Allan Nevins, is published by Dodd, Mead & Co., New York, copyright 1941; 832pp., $6.50

ments he gave little weight to political considerations. Civil service reform, introduced in the state legislature by Theodore Roosevelt, was promoted by Governor Cleveland, who stood firm against Tammany and the spoilsmen.

Before the opening of the Democratic national convention in Chicago in 1884, Cleveland's manager, Daniel Manning, sent an able journalist named William C. Hudson there to talk to arriving delegates. It was Hudson who later induced the public to credit Cleveland with the slogan, "Public office is a public trust."

THIS PHRASE had actually been invented long before. Dorman B. Eaton, who had been chairman of the Civil Service Commission (and lost the post in 1875, when Congress cut the appropriation), had given the phrase wide publicity in an official report.

After his election as President, and even before his Cabinet was completed, Cleveland had to make a statement on the civil service question. A horde of hungry office-seekers looked up to him to be fed.

At the same time, thousands of reformers demanded some proof that their confidence had not been misplaced. They believed that the civil service was the burning question of the hour.

Cleveland realized the seriousness of the situation. Out of approximately 126,000 Federal employees, some 110,000—a veritable army—were political appointees, chosen by the President or his immediate subordinates, and only 16,000 were as yet in the classified service.

This was a tremendous evil in itself, but there were aggravating circumstances. It had long been customary to multiply temporary employees for political purposes. In recent years the Treasury and Post Office departments had been especially deplorable.

Not long before Cleveland took office an investigation showed that of 958 minor workers in the Bureau of Printing and Engraving, 539 were unnecessary. The demand for spoils was so eager that when $1600 and $1800 positions became vacant, the salaries were often allowed to accumulate and then divided among political placemen. Instead of one $1800 clerk, three would be employed at $600 each "on the lapse."

Every large post office, custom house, internal revenue collector's office, and navy yard, moreover, had been a center for the systematic distribution of spoils. To make them go as far as possible, a system of rotation had been introduced. One collector of the Port of New York had removed, on the average, one employee every three days, while a more efficient successor had removed 850 of his 900 subordinates at the rate of three in every four days.

Still worse was the unblushing use of "assessments" for party purposes; for officeholders were systematically blackmailed by party heads into paying a fixed percentage of their salaries—usually two percent—into the campaign treasury. It was a request—but the penalty for refusal was certain.

The scandal had done much to force the passage of the Pendleton Act in 1883. Throughout the country enlightened citizens supported this civil service law, but there were Herods eager to slay the infant reform.

BUT CLEVELAND never hesitated. In a letter to the National Civil Service Reform League he replied that he believed in the 1883 law.

"I am not unmindful," he wrote, "that many of our citizens fear . . . that the abuses which have grown up in the civil service are ineradicable. I know that they are deeply rooted, and that the spoils system has been supposed to be intimately related to success in the maintenance of party organization; and I am not sure that all those who profess to be the friends of this reform will stand firmly among its advocates when they find it obstructing their way to patronage and place. But fully appreciating the trust committed to my charge, no such considerations shall cause a relaxation on my part of an earnest effort to enforce this law."

He told them frankly that faithful party work could not always be rewarded by office. It was a cautious letter, and required subsequent development, but the reformers found it satisfactory.

ALLAN NEVINS, professor of American history at Columbia University, was twice winner of the Pulitzer Prize for biography; first for his study of Grover Cleveland and later for "Hamilton Fish, The Inner History of the Grant Administration."

Literary Detective Work

JEAN JACQUES ROUSSEAU, in *The Social Contract*, 1762
"As soon as public service ceases to be the chief business of the citizens, and they would rather serve with their money than with their person, the state is not far from its fall."

EDMUND BURKE, *On the French Revolution*, 1790
"To execute laws is a royal office; to execute orders is not to be a king. However, a political executive magistrate, though merely such, is a great public trust."

THOMAS JEFFERSON, 1807, in *Rayner's Life of Jefferson*
"When a man assumes a public trust, he should consider himself as public property."

JOHN C. CALHOUN, in a speech, July 13, 1835
"The very essence of a free government consists in considering offices as public trusts, bestowed for the good of the country, and not for the benefit of an industry or a party."

CHARLES SUMNER, in a statement, May 31, 1872
"The phrase 'public office is a public trust' has of late become common property."

—Bartlett's "Familiar Quotations," published by Little, Brown & Co., Boston

When Harlan Fiske Stone Cleaned House

By Alfred Lief

HARLAN FISKE STONE

Attorney General 1924; Associate Justice, Supreme Court of the United States 1925–1941, Chief Justice 1941–1946.

JUSTICE STONE was in a pensive and reminiscent mood the day of a visit with him at his son's home in Brooklyn during the Christmas season 1939. He had called on three old friends in New York that morning—three men who were old and ailing. Now it was twilight. His massive body was silhouetted against the window, and soft concert music came from the radio as he recalled the beginning of his public life.

"President Coolidge sent for me early in 1924," he said. Cabinet scandals and Senate investigations were harassing the administration. "The President wanted advice on the prosecution of oil frauds."

Up to that time, meetings with Coolidge had been casual. Stone remembered going back to Amherst College in 1895, a year after his own graduation, and hearing Coolidge deliver an oration—a humorous one. And there was the time when Coolidge, as governor of Massachusetts, walked into a Boston hotel dining room where Stone was having breakfast with his father, "a New England farmer type of man." Coolidge, who asked leave to sit with them (the elder Stone had been his law client), said nothing during the meal; merely wanted company.

This was the last time they met until the call came to the White House. Meanwhile, Stone had rounded out a long period of distinguished service as dean of the Law School of Columbia University and entered private practice.

President Coolidge handed him a list of names of possible special counsel to conduct a Senate inquiry into naval oil frauds inherited from the

Harding administration. Stone was blunt. He said that Coolidge's first choice was not qualified; the man's connections ruled him out. Down the list they went, Stone finding objections of one kind or another to each of them. Finally, Stone mentioned Owen J. Roberts, a lawyer in Philadelphia.

Stone did not know Roberts very well but had gained a good impression of him, and suggested that Coolidge could get more information from Senator George Wharton Pepper, of Pennsylvania. If the appointment was acceptable to Pepper, it would be acceptable to him. Coolidge carried out this suggestion the next day. (The sequel to this was that Roberts gained national fame for his vigor, integrity, and accomplishment.)

Before this White House meeting ended, the talk drifted from oil and the Navy Department to violations of civil liberties by the Department of Justice. Stone said that Coolidge would be well rid of Secretary of the Navy Edwin Denby and ought to dismiss Attorney General Harry M. Daugherty at once. When they finished discussing the attorney generalship, and as Stone was leaving, Coolidge suddenly asked, "Will you take it?"

STONE ANSWERED that he had not thought of the place for himself. He was then "making a lot of money practicing law—more money than a man should make." He would take the job only as a public duty, briefly, perhaps to the end of the President's term; definitely not for a full term if Coolidge were elected in November.

It dawned on him that the offer was the real reason the President had asked him down to Washington—a Yankee's roundabout way of "getting a cow."

The arrangement satisfied the President, who was politically astute to recover prestige for his administration by divesting itself of a liability and taking on an able person never associated with politics.

About two months later, in April, 1924, Coolidge in characteristic fashion invited Stone to a White House breakfast with the Republican bigwigs of the Senate. The conversation dealt with speeding up the legislative program. Nothing was said about Stone. This was how Coolidge let the senators take their measure of Stone and see that he was not academic.

The scheme bore fruit. Stone's nomination was sent in that afternoon, and the Republicans put through a quick confirmation.

Attorney General Stone started house-cleaning in the Department of Justice. He divested it of some of the assistant attorneys general. He fired the head of the Federal Bureau of Investigation—William J. Burns—for whom he had utterly no use, and in his place selected J. Edgar Hoover (from an obscure post in the department) as acting chief. "I didn't want to have a run-of-the-mine thief-catcher."

J. Edgar Hoover was required to report directly to Stone on his activities.

"He made good," Stone said. "He gets perhaps too much newspaper attention and personal publicity, which may be an asset, however, in obtaining appropriations."

The new Attorney General had no intention of "kicking out everybody, just to satisfy newspaper clamor." He proceeded at his own good pace. Strengthening the morale and efficiency of the personnel, he restricted his people to legally authorized activity. The extension of governmental functions into new fields had enormously expanded administrative machinery, and Stone took care to prevent zeal in law enforcement from achieving results at the expense of private right and individual liberty.

PRESIDENT COOLIDGE had reason to take pride in the department that year. It disposed of 80,000 cases, including prohibition enforcement, antitrust actions, and litigation growing out of transactions in the first World War.

On the other hand, Stone's respect for Coolidge increased. The President, for all his New Englander's suppression of emotion and cautious reticence, revealed administrative ability and was minutely informed on the doings of the executive departments. Unfortunately, he lacked economic awareness.

The association of the two men led to the President's decision, not long after the successful election campaign of 1924, to nominate Stone to the place on the Supreme Court of the United States which one of the aging justices was about to relinquish. Coolidge, who was amply convinced of Stone's judicial qualities, told friends that the service Stone rendered as Attorney General had done more than any other thing to ensure the election.

To the court Associate Justice Stone brought a conception of the Constitution as an instrument of government based on the suffrage of the people. He brought also a grasp of business and a broad knowledge of economic realities, which pitched him into disagreement with associates who adhered to traditional formulas.

It was not enough to declare obsolete principles wrong, Justice Stone said. It was essential to convince

Clubb in Rochester Herald, 1924

other judges and lawyers. He attributed the eventual acceptance of his views by the majority not only to the changed attitude of the public but to the technical thoroughness which he had given to each dissenting opinion.

Stone usually joined in the dissents of Justices Holmes, Brandeis, and Cardozo. However, he mentioned one case in which his disagreement with Holmes and Brandeis was fundamental.

This had to do with the Presidential power of removal—of a postmaster, in the given instance. Here was a choice between two policies, with precedents and good arguments on both sides. "The issue was confused by something unintelligent that Justice Peckham had written."

(Peckham, who served on the bench 1896–1909, often bungled in his opinions. Holmes was once asked whether he considered this justice unintelligent or profane, and answered that Peckham's major premise was always "Damn!")

Stone felt strongly about the importance of having good men in administrative posts. His experience had reinforced this conviction. "I believe the President ought to have the power to remove any scud from public office, from the Cabinet down."

Saying this, the Justice rose from his chair and turned on the lights. Two little grandsons came thumping down the stairs and into the room. The visitor left, intent on looking up the word "scud."

What's a Scud?

CHIEF JUSTICE STONE probably picked up the word when he was a boy on his father's New Hampshire farm. If mentioned in a dictionary at all, it is noted as obsolete for "dirt" and "refuse." In connection with cleaning a hide before tanning, it refers to hairs and other waste matter that is "scudded out"—scraped with a hand knife.

IT IS BAD ENOUGH to have corruption in our midst, but it is worse if it is to be condoned and accepted as inevitable.

—Senator J. William Fulbright, of Arkansas

I DO BELIEVE that it is possible and desirable to conduct our party affairs without the use of people on the public payroll.

—Robert Ramspeck, chairman, U.S. Civil Service Commission

His Eyes Were on the Post Office

PATRONAGE, THE SPOILS OF POLITICS

GEORGE W. NORRIS: Forty years in Congress: Nebraska member of the House of Representatives 1902–13, Senator 1913–1942.

IN 1933, President Franklin D. Roosevelt's first year in office, Senator George W. Norris of Nebraska wrote a letter to Postmaster General James A. Farley. Norris told Farley he ought to resign or else give up being chairman of the Democratic National Committee. The dual role, he said, was not compatible with good government.

Farley saw no harm.

"No man," the Senator declared, "should have control of as many appointments as the Postmaster General has and be chairman of a political party. Particularly is this true when the men whose appointments he controls have nothing to do in their official capacities with politics."

It was nothing new.

"The same thing was true," Norris said, "in President Coolidge's administration, when Senator Butler of Massachusetts remained chairman of the Republican National Committee while in the Senate. His ability to control votes on a purely political basis gave him an unfair advantage."

The fighting Nebraskan wanted the theory of democracy to work. He believed that every position in the federal government, except the few concerned with formulation of policies, should be filled on a merit basis, without regard to political influences.

Norris had experienced the throes of patronage back in the beginning years of the century, as a congressman. Local squabbles between contenders for the job of postmaster, and between factions supporting the contenders, had cost many an honest and capable legislator his renomination.

"They are now in the political cemetery, where they have tombstones that truthfully give the cause of their demise—in one sentence—'Died of too much patronage.'"

And yet it was hard to convince members of Congress that they should fear such an autopsy. To the usual way of thinking, a politician thrived on the spoils he was able to distribute.

Based on "Democracy's Norris: The Biography of a Lonely Crusade," by Alfred Lief, published by Stackpole Sons, Harrisburg, Pa., copyright 1939

BACK IN 1910, when Norris, in the House of Representatives, joined with other insurgent Republicans in opposing the arbitrary power of Speaker Cannon, he himself was "punished."

"When I committed the unpardonable sin of going against the then Republican administration, they thought they would kill me," he related. "They took my patronage away. They gave it to one of the senators. I immediately became a candidate for senator against that man. I was elected."

Aside from this godsend, what Norris gained from the situation was an admission from President Taft that the custom of honoring congressional recommendations for local appointments had grown up "with a view to securing party solidarity in acting upon party questions."

Norris replied that he was not piqued or grieved about the loss of patronage and was not seeking to recover it. He respectfully called the President's attention to "the danger that the charge might be made that you are guilty of using the executive power of the government to influence and control the members of the legislative branch in the exercise of their constitutional functions."

Basically, Taft saw eye to eye with him, but suspected that "the patronage which is to be dispensed by my hand is being tendered to fortify the opponents of the administration."

"Personally," Taft told Norris, "I should be glad if there were no local patronage and every such office were covered by the civil service law."

As the years progressed and the Nebraskan's career in the Senate was unspoiled by spoils, the Democrats became the new possessors of the horn of plenty. His own position remained unchanged despite the forceful aid he gave to President Roosevelt. The party in power favored their own. Although constituents and relatives asked him to give them jobs during the depression, he could not help them.

"If I had tried to make recommendations, the President would not have had sufficient places even to accommodate me," Norris recalled. "I realized, too, that I would have gotten into trouble at once with his party supporters."

However, in fathering the law creating the Tennessee Valley Authority, he insisted on a provision barring political appointments. And here

Roosevelt stood by him, resisting politicos who sought to invade the T.V.A. director's freedom to select his own personnel.

But when it came to Party Chairman Farley, Roosevelt did nothing about Norris's plea. The Senator renewed his attack soon after the new Congress convened in 1935.

"We have to get rid of the spoils system," he said.

HE WANTED to start with the Post Office department—to remove it "in its entirety from the control and domination of partisan political influence" and place it on a basis of merit, efficiency, and economy.

"The Post Office department reaches every municipality, every city, every neighborhood, and every home in the United States. It is the greatest machine of its kind in the world. From the Postmaster General in Washington down to the lowest employee in the remotest part of the United States, there is not a single official duty to be performed that has any partisanship in it. We ought to take politics out of it."

First, the term of a Postmaster General should be 10 or 15 years, so that it was not bound to expire with the end of a presidential term. This official, taken out of the domain of politics, should seek the assistance of the Civil Service Commission and himself make every single appointment in the department, except for financial auditors.

Norris introduced a bill in the Senate to accomplish these changes. The status of the Postmaster General would be similar to that of the Comptroller General, whose term was 15 years. One section of the bill deprived the President of power to appoint postmasters and the Senate of power to confirm them. Another section forbade all department officials, and even postmasters, from serving as chairman or member of any political committee or from taking part in the management of a political campaign.

"The Postmaster General is directed," Norris explained, "to remove from office any official guilty of such practice, and the President is directed to remove the Postmaster General if he engages in any such political activity."

At a hearing on the bill, he called attention to the provision which read: "In the appointment of officials, the selection of employees, and in the promotion of any such officials or employees, no political test or qualifications shall be permitted or given consideration, but all such appointments and promotions shall be given and made on the basis of merit and efficiency."

It was a dream—an old man's dream. The Post Office taken out of politics.

The other senator from Nebraska, newly elected, was not so eager to part with patronage. "I'll name the postmasters," he offered. "Turn them over to me."

Nothing much was done about the bill.

Public Morals and Public Affairs

The People Make the Standards

Extract from Senate Report on Ethical Standards in Government

WHO are responsible for maintaining high moral standards in the conduct of public affairs? Obviously, no one person and no single group is completely responsible, for no person or group has authority over or influence upon more than a part of the field of activity. Following the old rule of democratic society, that responsibility goes with power, however, it is equally clear that many people and many groups of people have some responsibility. Hardly anyone can say that he has no responsibility.

Members of the Senate and House are responsible, each for his own conduct, and all collectively, for the discipline they maintain in their two Houses. Beyond that, each is a public figure who is watched by thousands, sometimes by millions of people. His example influences the standards of conduct in the lives of people he never meets and does not know by name.

Administrators are similarly responsible in proportion to their authority and position. They have official duties and official subordinates whom they directly control. Their example is also a significant force in society. Both elected and appointed public officials speak much of the "goldfish bowl" in which they live; but, nevertheless, they fail to appreciate fully the extent of their influence and the degree to which they are copied.

To a considerable degree, the eyes of the public have turned from the business world to the realm of government. Not New York, but Washington, is now the center of the stage, and the men who play their parts there literally help to mold the character of the nation.

The press, the radio, television, the commentators, the columnists, the reporters, and the editors have also a sobering responsibility. They make news, as well as report it, by their very selection. The public, by and large, accepts their judgment as to what is important. It obediently reads the big headlines, scans the front page, and quotes the columnists. The press, radio, and television industries dare not ignore public taste, but they also mold it.

The pressure groups, the parties, the customers, clients and claimants of the government are the public that officialdom meets face to face. The public puts its most aggressive foot forward and sometimes seems not to scruple where or on whom it steps. Officialdom is in time conditioned by the very forces with which it contends. A society which produces only unrestrained pressures on government cannot for long produce officials who will be able to resist those pressures. In the long run, standards are fully as essential among the groups which seek to influence government as within the government itself.

Educational and religious institutions and the host of welfare and public interest organizations likewise have a grave responsibility for raising the level of personal and civic morality.

Fitzpatrick in St. Louis Post-Dispatch, 1951

In their teaching and prophetic functions, the schools and churches can help individuals and communities to cherish the basic values of brotherhood and justice, of freedom and responsibility, of competence and integrity. They can help generally to bring a better informed judgment and more sensitive conscience to bear upon public questions.

WELFARE and public interest groups offer opportunities to participate in many forms of community and national service. They, too, can broaden public understanding of issues and train individuals in civic work, and to the extent that their programs provide essential benefits through private channels, they reduce the pressure for the expansion of government.

The ordinary citizen, the "man in the street," is also responsible for the maintenance of moral standards. He has obligations as a member of the self-governing society in which he lives. He is obliged to think, he is obliged to discriminate, he is obliged to make decisions, and he is obliged to bestir himself to express both approval and disapproval.

The person who swallows a plausible falsehood without at least pondering over it is almost as much at fault as the person who perpetrates the falsehood. People have an obligation not to be "suckers." They can and should insist upon a standard of public behavior and public discussion which will be satisfactory.

But they must exert themselves, and that not just as specialists. Nearly everyone is a member of one or more special publics (in which his economic or other personal interests are strongly involved) as well as of the general public. If he operates only as a specialist where his peculiar economic interests are involved, he creates an inherent lack of balance in the governing process which ultimately capsizes the ship of state. He must retain something of the point of view of the citizen while pushing his special claims, fighting for his contract, or arguing his case. And he must retain some of the zeal and energy of the specialist while considering the integrity and welfare of the state in general.

The average man is, of course, a fiction. We are all "men in the street" with mingled general and special interests in public affairs. Although differing in abilities and opportunities, all have some responsibility for the integrity with which public affairs are conducted.

—Special Senate Subcommittee on the Establishment of a Commission on Ethics in Government (Paul H. Douglas, chairman), Oct. 1951.

HE REFUSED A BOX OF CIGARS

An incident in the life of Chief Justice Roger B. Taney

An incident which occurred about the time of Taney's retirement (as Secretary of the Treasury) illustrates the care he took to avoid any basis, however slight, for slurs upon his personal integrity.

An acquaintance in the Custom House of New York had come across some of the long black cigars of the type which Taney smoked, and sent him two boxes as a gift. Taney had set them aside unopened. Now at his leisure he wrote, graciously regretful, that he could not accept the gift, but would be willing to keep the cigars and pay for them.

He had made it a fixed rule, he explained, to accept no present of any kind from any person deriving compensation from his department. "You will, perhaps, smile at what you may think my fastidiousness about such a trifle as your cigars. But I have thought it the true rule for a public man, and that it ought to be inflexibly adhered to in every case, and without any exception in the smallest matters."

He could not be persuaded to accept the gift even though he was now a private citizen, and sent $10 to cover their cost.

—Carl B. Swisher, in "Roger B. Taney," copyright 1930, the Macmillan Co., New York

"The Best Shall Serve the State"—
How Are We Going to Get Them?

OFFICIALS IN A DEMOCRACY

By Robert Moses

Condensed from The New York Times Magazine

THERE ARE many standard jokes about procedure in selecting high government personnel. One has its locale in Iran. The young Shah, much impressed with Western democratic ideas, called in an American expert to establish a civil service system. To impress the public with his sincerity the Shah ordered an examination for the high post of Deputy Minister of Finance. Thousands took the preliminary test. Then there were semi-finals, which only three survived—an Englishman, a Frenchman, and an Iranian.

The Shah, the Prime Minister, and the Minister of Finance conducted the final examination. The Englishman was asked: "What is two and two?" He studied the question carefully, verified the answer with a slide rule, and finally announced that it was four. The Finance Minister said this man appealed to him because he was careful and didn't jump at conclusions.

The Frenchman was asked the same question and instantly replied: "Four." This appealed to the Prime Minister, who said he liked a man who knew his mind.

When the Iranian was asked "What is two and two," he said it depended on the fiscal system of the country, rate of exchange, balance of trade, etc., but that if he were pressed for an immediate reply, he would say that if you were buying, two and two equaled three and if you were selling, two and two equaled five. This response struck the board as extremely subtle, and it was agreed that the Iranian had won.

At this point, the listener is supposed to ask: "Was he actually appointed?" The reply is: "Oh no, the Shah's cousin was appointed. He was the man they had in mind from the beginning."

Let us see how we go about selecting the top men in our government, comparing political standards and practices to those prevailing in private business.

ROBERT MOSES, head of the New York City and State Park Departments and member of the New York City Planning Commission, chairman of the Triborough Bridge Authority, City Construction Coordinator, has been in public service for more than 25 years.

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In national politics many are called but few are chosen. When all women, Catholics, Jews, Neapolitans, Negroes, Indians, Mongolians, non-natives, persons of recent immigration, divorcés, Southern Republicans, inhabitants of sparsely settled states, etc., are eliminated from serious consideration for the Presidency, our top political job, quite a little talent which progressive big business would at least consider has been passed over in favor of preferred candidates who are often second-raters. Time and chance will no doubt gradually liberalize the present rules and in the long run very exceptional individuals will break through, but for the moment business has a wider range of selection.

WHAT IS IT the people really want? Let us be honest about it, though the heavens fall. Do we really want a great executive as such? Does the voter demand a mind absorbed in the business of administration? Or is it the sympathetic fellow, the model of simplicity and charm, the apotheosis of the average man, the Elk in a Ford, the common denominator, catalyst, solvent, pacificator, canny compromiser?

You know the answer. It is one which big business may on occasion find controlling, but need not accept and certainly will not heed if fierce competition dictates leadership rather than pleasant qualities established by public opinion polls, geography, the camera, screen, radio, television, press promotion, and other hoop-la.

The governorship and mayoralty of cities are not unlike the Presidency when it comes to qualifications. Business skill and executive ability may be factors, but ordinarily not prime ones, and extraneous considerations are even more numerous, weird, and weightier than in national affairs.

We have gone to absurd and dangerous extremes in applying to politics arbitrary rules and practices of sectional, trade, professional, economic, racial, religious, sex, and social apportionment, and have produced as a result silly undemocratic travesties on the great ultimate objective that the best shall serve the state.

If a job which has, for reasons long since obscured or forgotten, once been held by a Roman Catholic, Protestant or Jew, a veteran, a Negro, a woman, a man of German or Irish descent, a resident of a particularly sensitive district, the word goes out that it "belongs" to the element or place in question, that no outsider may be considered, and that any move to change this fine old Spanish custom will alienate thousands, create schisms, rifts and riots, and put the leader who loses the plum, together with all his captains, in the political doghouse for life. No successful big business could be run on such a basis.

Coming now to legislative offices, democratic government has its

enormous virtues, however unbusinesslike it may be. Without the matching of wits, the airing of views, convictions, and prejudices, the shifts and compromises, and the ensuing curiously assorted understandings and friendships which come out of Congressional, state, and municipal legislative sessions, the inherent conflicts between city and country, breed and religion, labor and capital, class and class would flare into civil war and half the nation would be in constant turmoil. That's a problem business need not worry about.

TURNING to appointive and administrative as distinguished from elective officials, we have an extremely rigid, inflexible, expanding civil service system under which the higher positions are usually filled by promotion from the lower ones. Exceptionally able people can be brought from outside only in the face of great difficulties, and skipping grades is almost impossible.

It is true that expert work can be done by contract, but only in the face of howls of disapproval from employees' organizations and unions. It is also a fact that there are some exempt positions which can be filled without interference, but unfortunately, appointments are often dictated by patronage. The scope, freedom, flexibility, range, and judgment of private enterprise in the selection of employees—particularly supervisory and highly skilled ones—is lacking in public service.

There is, to be sure, plenty of patronage, pull, and family pressure in big corporations. Directors and trustees are often chosen for reasons no better and sometimes much worse than those which guide the voter at the polls. This, however, is not the standard practice. It is particularly dangerous in highly competitive fields.

Business men lead a comparatively sheltered life. They have their arguments with labor and with bureaucracy. But they are relatively immune from the lively, profitable, and easily capitalized issue of communism—which in public life has become a convenient instrument of smear, slander, and vicious innuendo to drive from influence and office many fine, basically patriotic people of open, inquiring mind. Business is lucky not to be plagued with our irresponsible native Fascists who almost equally with the Communists poison our public life today and drown the voices of reason and decency.

I am not sure that over the years wagging tongues have hurt public servants more than other groups, but the tradition of slandering those in office is old if not honored. In the seventeenth and eighteenth centuries, Pope, Swift, and many others added spice to coffee-house gossip and journalism by open attack and innuendo aimed at those in the government. The Junius Letters in our early American days were on the same level. We have some contemporary ghoulish columnists, commentators, and biographers who

strike at the dead in their tombs.

In business and industry, we have a good right to boast of our inventive genius, Yankee ingenuity, and know-how. We have, unfortunately, discouraged these very attributes in government. When it comes to inventive boldness, fertility in ideas, originality, drive, interest in the unusual, the original, the novel, public employees have hard sledding among the ice floes of politics. The average American official, except in occasional radical administrations and among legislative minorities, shudders at the very thought of ridicule, and a hint of caricature terrifies him.

If, for example, he happens to be a park executive and advocates safe, decent fire-proof buildings in a zoo, he knows that some alderman will thunder: Which do you want—housing for people or for monkeys, feed for bears or for veterans, policemen or park artists? He is told to leave experiments to those who have private capital to risk. He learns to be conservative to the point of reaction rather than try something new which may not work. In other words, he learns to play safe.

OUR PUBLIC SERVICE may be overstaffed but it is certainly underpaid, and other incentives are lacking. It is a dubious honor to be identified with public service at a time when it is popular to make fun of government employment, to crack jokes about feeding at the public trough, and to identify the overwhelming majority of decent hard-working people in government employment with a few thugs and malefactors who link up crime with high officialdom.

Public officers who are not protected by law from summary removal serve at tremendous risk to themselves and their families in what I insist is the most dangerous and most exciting and interesting trade in the world. The gratitude of the board of directors of a company and of its executives and security holders is a lot more dependable than that of the general public, whose memory is short and whose attention is easily diverted.

AND YET I am going to admit something, so as not to be classified as an unhappy old sourbelly. It will sound like the story of the first violin who didn't like music. Public service does have its rewards for those who retain their enthusiasm, thicken their hides, accept its handicaps, and count their modest blessings. Among these blessings are the privilege of working in the most fascinating laboratories in the world where things are done on a grand scale, planning and executing for people rather than money, and demonstrating that the democratic system, with all its checks and balances, is the best yet devised by man.

Let me add a final observation. Communism, which seems headed for the big showdown with democracy, has a very great advantage over democracy in the selection of its top personnel. It imposes only one

stultifying requirement—namely, that of complete loyalty to the Marxist cause. Aside from this, Stalin, his colleagues, and his Axis chiefs ask only that the ablest and keenest brains be found. The Communists fear our industrial machine, not our public service.

To MEET this challenge, our government personnel, at least in the higher echelons, must be vastly improved. The improvements required are easy enough to list and not too difficult to accomplish if the native common sense of our people is enlisted in their support.

First, there must be a disposition to recruit and promote public servants for merit.

Second, there must be respect for government employment as such.

Third, there must be attractive incentives and rewards as well as security.

Fourth, the present stultifying laws and rules governing advancement must be liberalized and flexibility introduced into a system which is becoming petrified.

Fifth, the principle must be adopted that government will not take over areas hitherto pre-empted by private business unless government can find the talent to do the job better.

WHICH WILL IT BE?

Hesse in St. Louis Globe-Democrat, 1951

The Paramount Question About Government Employees

LOYALTY TO WHOM?

By Louis D. Brandeis

WHAT IS the one quality which you would demand above all others in a man who is to be trustee of the people's property, with all the special interests seeking to prey upon it? It is resoluteness. Vigilance, of course, but resoluteness is needed—a man who would be firm.

The loyalty that you want is loyalty to the real employer, to the people of the United States. This idea that loyalty to an immediate superior is something commendable when it goes to a forgetfulness of one's country involves a strange misconception of our government and a strange misconception of what democracy is. It is a revival—a relic—of the slave status, a relic of the time when "the king could do no wrong" and when everybody owed allegiance to the king.

THE DANGER in America is not of insubordination but of too complacent obedience to the will of superiors. With this great government building up, ever creating new functions, getting an increasing number of employees who are attending to the people's business, the one thing we need is men in subordinate places who will think for themselves and who will think and act in full recognition of their obligations as a part of the governing body. Even military service is improved by such action on the part of the individual.

We want men to think. We want every man in the public service to recognize that he is a part of the governing body and that on him rests responsibility within the limits of his employment just as much as upon the man on top. They cannot escape such responsibility. They cannot be worthy of the respect and admiration of the people unless they add to the virtue of obedience some other virtues—the virtues of manliness, of truth, of courage, of willingness to risk positions, of willingness to risk criticism, of willingness to risk the misunderstandings that so often come when people do the heroic thing.

That is what we need, and that is what we must have, if our government is to meet our ideals.

Brandeis Guide to the Modern World (Little, Brown & Co., Boston)

PRACTICALLY there is always a conflict of interests. There's the rub. Which interest are you going to favor? You are forced to a preference between one set of values and another set of values. I do not know any rules for that.

—Judge Learned Hand

The Civil Service

1. A British View of Britain
2. An American View of U. S.

By William A. Robson

1. in "The British System of Government," British Information Services

THE ACHIEVEMENTS in public administration which have raised the standard of life in England to its present level would not have been possible without the lifelong efforts of a great band of disinterested, honest, and capable officials. Parliament may debate, resolve, enact, and vote money; it cannot accomplish. The Cabinet may initiate and control; it cannot carry out. Execution of policy depends on the work of hundreds of thousands of anonymous public servants going daily to their offices.

A century ago the officials were incompetent, ignorant, and frequently corrupt. Today they are efficient, well-informed, and of high integrity. How has this transformation been brought about?

The answer is to be found very largely in the efforts of the Civil Service Commission, itself composed of civil servants, whose duty is to examine candidates and to certify those who are successful in the examinations and who satisfy certain conditions of character, health, and nationality. This is only the first step towards an honest and capable personnel, but it is an essential one. Without such a certification a pension cannot lawfully be paid out of Parliamentary money, and a permanent, pensionable service is the indispensable basis of good administration. Yet although a permanent career is regarded as essential to a loyal and disinterested service, a civil servant (like a Minister) holds office only during His Majesty's pleasure, and is therefore liable to immediate dismissal at any moment throughout his term of service.

THE PRINCIPAL conditions of employment in the British civil service include recruitment by open competition, by nomination plus a qualifying examination, by competitive interview, or by a combination of these methods; age limits for entry and retirement; classification into recognized classes or grades; fixed salary scales with regular increments; security of tenure subject to good behavior; a promotion from within the service, partly at least by seniority; definite and increasing vacations on a generous scale.

Not less important than these formal conditions of employment is the code of conduct which the official is required to observe. There are Corrupt Practices Acts and Official Secrets Acts to prevent graft and betrayal of trust by means of heavy criminal penalties. There are legislative provisions to prohibit politicians from holding paid offices under the Crown or elected councillors from being employed by the local authority. There are regulations which forbid civil servants from offering themselves as candidates or prospective candidates for Parliament until they have resigned or retired. There are departmental orders which restrict participation in municipal elections.

THERE IS a Treasury instruction which lays it down that a civil servant is not to indulge in political or party controversy, enjoins him to maintain a reserve in political matters and not to put himself forward prominently on one side or the other.

There are stringent regulations forbidding officials to take part in the management of commercial or industrial undertakings during working hours, and this minimum rule is supplemented by departmental additions placing further restrictions on subsidiary activities during leisure hours.

These conditions of employment and this code of conduct have been the formative influences in molding the British public service. They have produced a corps of administrators whose competence, integrity, and devotion to the public weal is unquestionable; and on whose loyalty, obedience, and neutrality the government of the day can rely, whatever its political complexion.

Implicit loyalty and political neutrality are essential for democratic government, although not all democratic countries have so far managed to secure these qualities in their civil services. In an authoritarian regime, on the other hand, it is usual to impose stringent tests of partisanship on at least the more important officials; and the distinction between the politician and the professional administrator, so closely woven into the texture of English public life, scarcely exists.

The backbone of the civil service consists of the so-called Treasury grades. These comprise about half a dozen grades or classes of officials whose members are commonly found in nearly all the great departments of state. The most important of these is the administrative class. This class, numbering about 2000, occupies virtually all the controlling positions in the service, ex-

cept those requiring technical or professional qualifications. It constitutes a kind of administrative general staff. About three-quarters of its members are recruited by a severe open competitive examination from the most able university graduates, while the remainder are promoted from subordinate groups or classes.

One of the reasons why the administrative class has in the past attracted energetic and ambitious men is because in most of the government departments provision is made for a Permanent Secretary (or Permanent Under-Secretary of State), who is the effective head of the entire department subject only to the directions of the Minister in charge.

The Minister is normally occupied to a large extent with duties in Parliament, in the Cabinet, and in negotiations with outside organizations. Hence the Permanent Secretary is necessarily responsible to the Minister for the practical working of the department, a task which offers the fullest scope to men of outstanding ability and energy. What a Cabinet post is to a rising politician, a permanent secretaryship is to an ambitious civil servant: the legitimate goal of his aspirations. The departments concerned with the armed forces and the Post Office are organized on a different principle, namely, that of a board or council presided over by the Minister.

Another and more subtle factor which has contributed to the success of the British civil service is the high social esteem in which it has been held. To serve the state well and faithfully is regarded in England as one of the highest callings to which a man can devote his life; and this ideal lends prestige to the humblest civil servant no less than to the most illustrious statesman.

The social status of the civil service is extremely high, and unrelated to its material rewards. Its standards of honor, and of public and private conduct, are recognized both by its members and by the community which it serves. The value of these imponderable forces in strengthening the machinery of government can scarcely be overestimated.

Like every other part of this machinery, however, the civil service is constantly open to the most searching public criticism, and it has had its full share of this during the past few years. The stress of war revealed defects in organization and methods of recruitment, and some far-reaching reforms have been introduced which will in course of time greatly improve the service.

2. What Is Wrong with the Career Civilian Service?

An Extract from the Hoover Report

There is little desire upon the part of some of the best talent in the country to enter civil service as a career.

Departments and agencies have failed to develop adequate programs for promoting career employees from one level of responsibility to the next.

Inadequate opportunities are provided employees for the presentation of suggestions designed to improve the government's practices and procedures in the personnel field.

The efficiency rating system is too complicated and the legal requirements that the system be used as a basis for both rewards and penalties stand in the way of its contributing to sound supervisor-employee relationships.

Reduction-in-force regulations do not retain the best qualified persons when it becomes necessary for the government to reduce the number of persons on the payroll.

In view of the relative security offered by government employment, the recruitment of 500,000 persons a year to fill vacancies caused by turnover is an indication of the existence of low morale, due, in part, to poor supervisory practices.

The separation of inefficient and unnecessary employees has been surrounded with so much red tape as to inhibit action.

Centralization of personnel transactions in the Civil Service Commission and in the central personnel offices of the departments and agencies has resulted in unjustifiable delays and stands in the way of a satisfactory handling of the government's personnel problems.

Machinery for recruiting is not adapted to the variety and numbers of workers required. It has proved to be too slow and cumbersome. As a result, there have been far too many temporary employees in jobs pending the establishment of regular civil-service lists.

The government too often fails to get the right man for the job or the right job for the man.

Not enough time and effort are being spent on recruiting our best young men and women for junior professional, scientific, technical, and administrative posts.

A comprehensive pay administration policy for the entire executive branch is long overdue. The four policies now in force lead to situations where pay varies not only from agency to agency but also within agencies. Furthermore, the fact that until recent years the Civil Service Commission has not developed standards for classifying jobs under the Classification Act of 1923 and, in some instances, the complexity of

present standards, have at times resulted in an unsatisfactory handling of salaries for workers in the "white collar" class.

Too many supervisors believe that action to reduce the number of persons in their units will result in their salaries being reduced, while increases in the number of persons in their units will lead to their salaries being increased. This makes supervisors believe that they will be rewarded for inefficiency, and encourages "empire building."

Salary ceilings for professional, scientific, technical, and administrative personnel are so low that many of the best men and women in these fields are forced to leave the government service for private enterprise. Pay raises in recent years have not been proportional. The lowest pay grades have been increased between 43 and 56 percent; the highest grade has been increased only 15 percent.

Personnel offices in many instances are overstaffed. A recent survey of major agencies employing 1,800,000 showed that in those agencies there are now over 23,000 employees in personnel offices earning a total of $76,000,000 a year—one personnel worker for every 78 employees. We have found that, in some instances, there is one personnel worker for every 38 employees.

The Civil Service Commission is not organized to handle personnel problems as quickly as they should be, nor to render effective over-all leadership in the personnel field.

☆ ☆ ☆

The present civil service system is a system which deadens initiative and enterprise, and brings disillusionment to countless able and respected public servants.—*Private opinion of Commissioner James K. Pollock*

"I HAVE DONE nothing illegal"—the defense so often put forward by those charged with improper and reprehensible conduct—represents an indifference to the public trust which, if continued, can successfully thwart even the most comprehensive legislation.

—Senator George D. Aiken, of Vermont

THERE IS REALLY no adequate substitute for a built-in code of ethics, built into the individual and brought along with him when he joins the public service.

—David Lilienthal, former chairman, Atomic Energy Commission

EACH PROFESSION sees the faults in the other group. We see the sins in officialdom, and they see the sins in the legislators. So we are engaged in antipathetical feeling.

—Senator Paul H. Douglas, of Illinois

"I just love Camillus cutlery!"

says MARY MARGARET McBRIDE

over WJZ . . .

Millions of radio listeners tune in each day on Mary Margaret McBride's program—loyal for many years to this unassuming radio personality. The magic of it is that everyone automatically calls her "Mary Margaret."

She has been talking about the Camillus line of household cutlery since January 28. And with increasing enthusiasm! Mary Margaret and her following have such an intimate relationship that her audience response in turn affects her. You can hear it in her voice and comment.

You can hear her now. . . . "All the most convenient pieces of cutlery you can imagine. They are all made of high-carbon, stainless steel, double-tempered blades to give hardness and toughness. The edges are hand-honed and stropped and have a Permanized edge that defies dulling.

"The handles—these are wonderful—one-piece shockproof nylon that won't come apart or loosen under 400 degrees of heat and are very safe and give you a comfortable feeling. I just love Camillus cutlery and never did think I could get enthused over cutlery. They're simply wonderful!"

—From broadcast of March 5, 1952