

GOOD

GOVERNMENT

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CAREER SUCCESS IN GOVERNMENT

PLUS Two Good Government Specials

Dr. Frank Stanton

Less Declaration — More Revelation

Hon. J. Edward Day

Transfusion of Talent



EDITOR

JEAN J. COUTURIER

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NO. 2

TABLE OF CONTENTS

SERVANT TO THE PUBLIC INTEREST . . . introduction of Dr. Frank Stanton, President of the Columbia Broadcasting System by the former Chairman of the Federal Communications System, NEWTON MINOW4

LESS DECLARATION AND MORE REVELATION . . . major address to the annual award banquet of the National Civil Service League, a provocative discussion by CBS President DR. FRANK STANTON5

TRANSFUSION OF TALENT . . . the new president of the National Civil Service League takes office with a new action program. Sound suggestions for improving public service by J. EDWARD DAY12

The exciting story of career success in Government told in pictures, words and the accolade of PRESIDENT LYNDON B. JOHNSON11, 20, 21

CAREER SUCCESS IN GOVERNMENT . . . an editorial 3

CHALLENGES & REWARDS IN GOVERNMENT . . .
by John W. Macy, Jr.15

ALAN L. DEAN . . . by Najeeb E. Halaby16

RICHARD M. HELMS . . . by William F. Raborn, Jr.17

GEORGE JASZI . . . by John T. Connor.....18

HOMER E. NEWELL . . . by James E. Webb24

LEONARD NIEDERLEHNER . . . by Robert S. McNamara..24

CARL H. SCHWARTZ, JR. . . . by William D. Carey25

WALTER E. WASHINGTON . . . by Walter N. Tobriner28

ROBERT C. STRONG . . . by Phillips Talbot28

ARTEMUS E. WEATHERBEE . . . by Henry H. Fowler29

C. TYLER WOOD . . . by David E. Bell29

WHERE THE ACTION IS . . . opportunities for public service26

GOOD NEWS MAKES GOOD HEADLINES36

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AN EDITORIAL . . .

FIFTEEN PERCENT OF AMERICA'S JOBS are in Government. As our largest employer of skilled manpower, government offers literally thousands of challenging and exciting opportunities to able young people who want the chance to serve, earn good incomes and grow in their professions. Because good and efficient government can serve well only if it attracts able people, this special issue of *Good Government* devotes its pages to telling our country's youth about the kinds of public service careers that have been rewarding.

CAREER SUCCESS IN GOVERNMENT comprises our story. It is told in terms of ten public servants who entered government at the bottom and rose to the top in their jobs and in their professions. Highly respected and well rewarded, they stand out as leaders in administration, science, economics, social service, law, diplomacy, financial management, intelligence and the new worlds of aviation and space conquest.

FACTUAL CAREER INFORMATION forms our story. Ten top government officials tell how these men built their careers, describe the opportunities available to young people and explain how to seek the good openings in government. The Chairman of the U.S. Civil Service Commission writes about the government's search for talent and President Johnson talks about opportunities for top flight men and women.

WHERE THE ACTION IS. This issue also gives special government job leads, where to go, whom to write and how to apply. The National Civil Service League, a non-governmental citizens organization offers this unique document as an objective guide for young people seeking career guidance; placement officers, guidance counselors and teachers; libraries and public officials.

SUCCESSFUL CAREERS IN PUBLIC SERVICE wrote the record, this issue records it.

Servant to the Public Interest

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Introduction by Newton N. Minow
Member, Board of Directors,
National Civil Service League

Dr. Frank Stanton is familiar with close votes at a government agency where I used to serve—The Federal Communications Commission. The FCC is frequently divided, and there are many close votes. However, on one subject the Commissioners and everyone in the communications industry are in unanimous agreement. That subject is our speaker; for everyone in both government and industry concerned with communications agrees that Dr. Frank Stanton has long been a faithful, dedicated, and talented servant to the public interest, convenience and necessity—and a unique statesman in the development of radio and television.

Born and raised in the Midwest, Dr. Stanton earned his doctorate at Ohio State. His work there in audience research led to his joining CBS in 1935. He became president of CBS in 1946 while still in his thirties. Dr. Stanton somehow manages the time for an astonishing diversity of important civic, philanthropic, and public service responsibilities. He is former chairman of the Center for Advanced Study in the Behavioral Sciences, a member of The Business Council, trustee of The Rockefeller Foundation and the Carnegie Institution of Washington, and a director of the Lincoln Center for the Performing Arts. He is a fellow of The American Academy of Arts and Sciences and of the American Psychological Association.

In 1961, for his leadership in bringing about the "Great Debates," he received the George Foster Peabody Award—and the congratulations of President Kennedy who commended "his role in making it possible for last year's TV debates to take place." His awards in broadcasting are many too many to mention here.

By appointment of President Johnson, Dr. Stanton serves as Chairman of the Advisory Commission for the USIA. His Commission gives valued and perceptive advice to aid the USIA in making the Voice of America ring with truth and force throughout the world. He is also Chairman of the RAND Corporation, which provides extraordinary service to our government leaders on crucial issues of survival and peace.

Perhaps Dr. Stanton's most important contribution is his imaginative leadership in the use of communications satellites. He conceived the first internationally televised TOWN MEETING OF THE WORLD, which prompted President Kennedy to congratulate him in these words: "Such interchanges of views, seen and heard in our own and other countries, cannot help but create better understanding among governments and peoples."

The FCC and the communications industry often have differences of opinion. This is inevitable in a free, competitive broadcasting system using a limited number of channels which belong to the public. While I was at the FCC, we had our differences—including some with Dr. Stanton. But I believe these were healthy differences—and led to healthy debates about how to provide ever-improving service to the millions of Americans who regard radio and television as indispensable companions and guides in our perplexing and dangerous times. I believe that as long as we have men of the caliber of Dr. Frank Stanton, our nation's broadcasting service is in wise and talented and public spirited hands.

Less Declaration and More Revelation

IT IS A GREAT PLEASURE for me to emerge under Mr. Minow's auspices from his vast wasteland to your vast wonderland.

The idea of the National Civil Service League was the offspring of that zest for reform that is a refreshing part of our national character. I have reason to recall that Mr. Minow has had some strong reforming impulses of his own. It is most reassuring—I guess—to know that he recalls me at all. On the surface, it speaks well for his genial temperament that he has seen fit to do so before this chaste and unimpeachable company. For my own part, I find it infinitely more delightful to respond affirmatively to his invitations than to his demands—although even the command performances were stimulating. In any event, I find it enjoyable indeed to be alongside Mr. Minow—reasonably sure of no searching interruptions—rather than opposite him.

While this is not the first time that the former Chairman of the Federal Communications Commission has provided me with a forum, it is the first time that he has introduced me to such a distinguished forum—in excess of seven—and such a pleasant occasion. And if he thinks that either his eloquence or his magnanimity will stay me from trying to make the most of it, he has indeed been strangely affected by the strains and stresses of private life.

I congratulate the public servants whom we are honoring tonight, and I salute all of you here for the wide reach of your labors and for their effectiveness—not only here but all around the globe.

The National Civil Service League, as it moves closer to the century mark, can look back on changes in the scope and nature of governmental services that are no less striking than those that we have seen take place in communications. In 1881, when the League was founded, communications for the most part consisted of the mails, newspapers, seldom exceeding eight pages, and some crudely illustrated magazines. Western Union was 25 years old, but the telegraph was still used sparingly, and as practical things the automobile, the Linotype, motion pictures, phonographs, radio, and all but local telephone lines were still to come. The corps of men and women who made up the Federal Civil Service in 1881 offers a dramatic contrast with today's. There were, for example, only seven executive departments compared to ten now; no independent agencies compared to 65 now; and serving all these and the rest of the Federal establishment there were 100,000 civilian employees compared to over 2½ million now.

But all this quantitative growth, dramatic as it is, seems to me far less significant than the striking and revealing changes in the nature, the ob-

jectives, the range, and, in fact, the whole spirit and tone of Federal Government activity today. One major component of this change, in one way or another, can be summed up in the single word "international." Our increasing involvement as a nation with the rest of the world became technically plausible with that burst of inventiveness that characterized the 1880's, and it became politically inevitable with the First World War.

Now, we have in the Federal Government, not including participating units in the United Nations, over 60 departments and agencies dealing primarily with international aspects of our life as a nation and as a people. All this activity is no longer a matter solely or even largely—as it was in the 19th and early 20th centuries—of diplomatic maneuvering. It involves economics, science, health and human welfare, the exchange of ideas and experiments, the whole fabric of life. Internationalism has come out of the staid enclosure of political positioning and into the crowded arena of an infinite variety of human needs, and hopes, and capacities.

Broad concerns of humanity

These broad concerns of humanity around the world that have given new dimensions and new depth to the professional lives of many of you, have not only created such relatively novel agencies of governmental action as the Office of the President's Special Representative for Trade Negotiations and the U. S. Information Agency, but have also revitalized and enlarged the responsibilities of offices in executive departments as old as the Republic—for example, those of the Assistant Secretary of State for Educational and Cultural Affairs and the Fiscal Assistant Secretary of the Treasury, who

have profound repercussions no longer only in American newspapers and financial centers, but in London and Rome, in Tokyo and Calcutta.

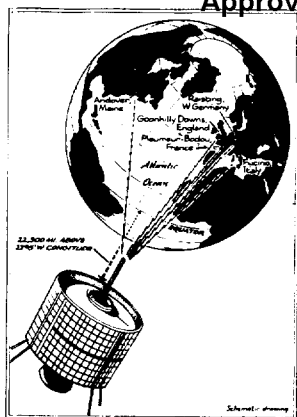
This past month, when the first commercial satellite in synchronous orbit began operations, television communications in America also moved, for the first time fully, into vibrant and instant international life—because, for the first time, the voices and the presence of peoples around the earth could be simultaneously seen and heard without barriers of time and distance at any time of day or night. When Early Bird was first successfully launched into orbit and then maneuvered into permanent anchorage 22,000 miles over the equator, a new potential began for all mankind. The mountains have been leveled and the oceans dried up by an 85-pound piece of scientific jewelry transmitting a six-watt signal.

Power of Early Bird

The power of Early Bird's signal is not more than a tenth of that of any light bulb in this room. But it has great potential in terms of its capacity for generating a world community of understanding and dialogue among people and among statesmen. It brings to fruition the promise of its predecessor satellites for a new kind of internationalism in communications.

I do not think that, before this audience, I need to dwell upon the potential of all this for the future of civilization. But you may want to recall with me some words of Woodrow Wilson that pointed up inadequacies that were already putting a heavy strain on democracy in his time and could destroy it in ours.

Commenting on the size and complexity of modern societies, he said,



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"It makes the leaders of our politics, many of them, mere names to our consciousness instead of real persons whom we have seen and heard, and whom we know. We have to accept rumors concerning them; we have to know them through the variously colored accounts of others; we can seldom test our impressions of their sincerity by standing with them face to face. Here certainly the ancient pocket republics had much the advantage of us: in them citizens and leaders were always neighbors; they stood constantly in each other's presence. Every Athenian knew Themistocles's manner and gait and address, and felt directly the just influence of Aristides. No Athenian of a later period needed to be told of the vanities and fopperies of Alcibiades, any more than the older generation needed to have described to them the personality of Pericles. Our separation from our leaders is the greater peril because democratic government more than any other needs organization in order to escape disintegration; and it can have organization only by full knowledge of its leaders and full confidence in them."

Wilson was speaking of the people of a single nation, but his statement of the democratic dilemma—as he would be quick to recognize—has even more forceful application to a world in which, for better or worse, there are no islands any more and no longer any impassable borders or impenetrable barriers.

Many of the world's turmoils, today as throughout history, can be laid at the door of distrust—one people distrustful of another's actions and intents, distrustful of the other's leadership and institutions. The great opportunity of the new age we are entering—the age of full and immediate international communications made possible by the satellites—is to diminish and in time, we can have reason to hope, to demolish that distrust.

The short-term gains

We cannot, of course, move towards that goal if the use of Early Bird, and its successors when they come along, is misdirected or impeded. The temptation is always great, when new and effective communications media appear, to give priority to propaganda—to seek to impose, by conscious advocacy, one group's or one nation's ideas and institutions on the peoples of another. In some of these instances there may be short-term gains or, more commonly, the appearance of such gains. But in the long run, the indiscriminate and repeated use of propaganda not only falls on fallow ground but boomerangs badly, for eventually it becomes recognizable—and the more immediate and direct the medium the quicker and more cer-

tain that recognition becomes. The quicker and more certain, too, will be suspicion about everything else disseminated by the medium regarded primarily as a vehicle of propaganda. The stakes that we and all humanity have in this ultimate weapon of truth and mutual understanding are far too great for us to allow it to be debased at the very outset of an age that can be the most promising the world has ever known for the overcoming of ignorance, distrust, and distortions.

Propaganda . . . Nationalism

Some other governments have shown in the past a tendency to regard satellite television communications as nothing but an extension of familiar tools of government policy, of propaganda—an instrument of flagrant nationalism. A memorable and disturbing example of this attitude on the part of the French Government occurred at the time of the very first TOWN MEETING OF THE WORLD broadcast by CBS News via Telstar II in 1963. On that occasion, four great and respected statesmen of both hemispheres participated in a discussion of world affairs. They were former President Eisenhower speaking in Denver, former Prime Minister Anthony Eden in London, former West German Foreign Minister Heinrich von Brentano in Bonn, and the father of the European Common Market, Jean Monnet, who was to speak from Paris.

To make this four-cornered broadcast, it was essential for technical reasons to obtain the cooperation of the British and French Governments, which have jurisdiction over the satellite ground stations in England and France.

After intricate preparations, and just eight days before the scheduled date of the first live transatlantic television

discussion in history, the French Government pulled the rug out from under us. We were refused use of the French ground station at Pleumeur-Bodou, the only one on the continent, thus preventing the two-way exchange of pictures and sound. We were refused even the use of a studio and telephone lines in France, making it necessary for M. Monnet to speak from Brussels. And French officials refused to transmit the discussion to the people of France, who had to read it later in their newspapers. The reason: according to the French Ministry of Information, it was apt to be "too political and controversial." What had become scientifically possible—bringing leading statesmen together in open discussion—became politically impossible.

We went ahead with the first TOWN MEETING OF THE WORLD anyhow, even though only the American audience could see all the participants. Not only the continental countries were barred from witnessing the event, the participants overseas could not even see their American counterpart or each other. But thanks to privately-owned AT&T lines, they could at least *hear* each other through the good, old-fashioned, underseas cable.

Press Reaction

The reaction of newspapers, both here and abroad, including French papers, was well exemplified by the lead editorial in the *Washington Post*, which said in part:

"The 'Town Meeting' lacked the power of actual decision which invests real New England town meetings with a vital spark, but it possessed other virtues that recommend its frequent repetition in a world that needs to hear dispassionate and friendly discussion of the problems of greater Western unity. It is too



Dr. Frank Stanton, President, Columbia Broadcasting System, Inc.

bad that the voices of these citizens of the Free World were not heard in France because of that country's decision to foreclose the program's reception."

Such episodes as France's banning the use of Telstar purely for political expediency make it all the more imperative that we, the world's most powerful advocates of freedom of communications, reject by our enterprise and our example all cynical uses or arbitrary restrictions on the use of Early Bird. There is an urgent need, beyond any doubt, for the peoples of the world to have the opportunity of seeing, and hearing, the leaderships of the world's nations stating their cases directly and honestly—and showing, thus, what manner of men these leaders are and what manner of ideas and institutions they represent. The Wilsonian longing for combining the simple directness of the Athenian democracy with the strength of the huge, self-governing societies of today can only be achieved by such direct revelation. But this must be done in an atmosphere of freedom, with openness and in candid discussion. Early Bird should not be construed by any gov-

ernment as just another door to be opened when there is a self-serving point to be made and a door to be slammed when that point is in danger of being questioned.

And that, precisely, is the focus of the concern which all of us must feel. Early Bird must not be transformed from the unprecedented opportunity into the most universal and pervasive censorship—both affirmative and negative—ever known.

Nature of American freedom

In this connection, sending overseas last Saturday's inter-university "Teach-In" with its stimulating discussions of our policy in Vietnam would have been far more revealing of the nature of American freedom, of the thoughtful criticism of American foreign policy here at home and, on the other hand, of its consistency and strength of purpose, than all the one-sided, declamatory rationales imaginable. It would have done more than give us, as a government, a natural and provocative occasion to reassert and enlarge upon a policy of deep interest and genuine concern overseas. It would have given us a chance to show—not merely to state—that we are willing to subject our official policies, however grave, to unofficial scrutiny and free dissent.

Nor should the use of Early Bird be subject to arbitrary restrictions that unnecessarily limit its availability. Last week, for example, there occurred in England one of the most profoundly symbolic events in Anglo-American history. An acre of Britain's most historic land—where the Magna Carta, the source of our common democratic heritage, was promulgated—was given the United States as a perpetual memorial to President Kennedy.

A hazardous precedent

CBS News requested use of Early Bird to broadcast the ceremonies live so that all America as well as Britain and Europe might witness this event as it was taking place. But the decision was made by COMSAT that Early Bird could not be made available to bring these dramatic events at Runnymede to the American people unless all three television networks requested it. As a result, you and I had to watch film and tape reports on our television screens 14 or more hours after the event, whereas we could have been there at the very time of the ceremonies if Early Bird had been made available to us. This seems to me both senseless in a practical way and a hazardous precedent to set. No useful purpose can be served by insisting on saturation as a condition of sight and sound reporting of an event from one country to another. There is, to be sure, only one two-way television channel available in Early Bird, but it seems to me poor logic to conclude that all television networks must simultaneously want to use it for a single purpose and that otherwise none can use it at all. What we need is a variety of interchanges between the world's peoples—not all of which will interest all the people at the same time.

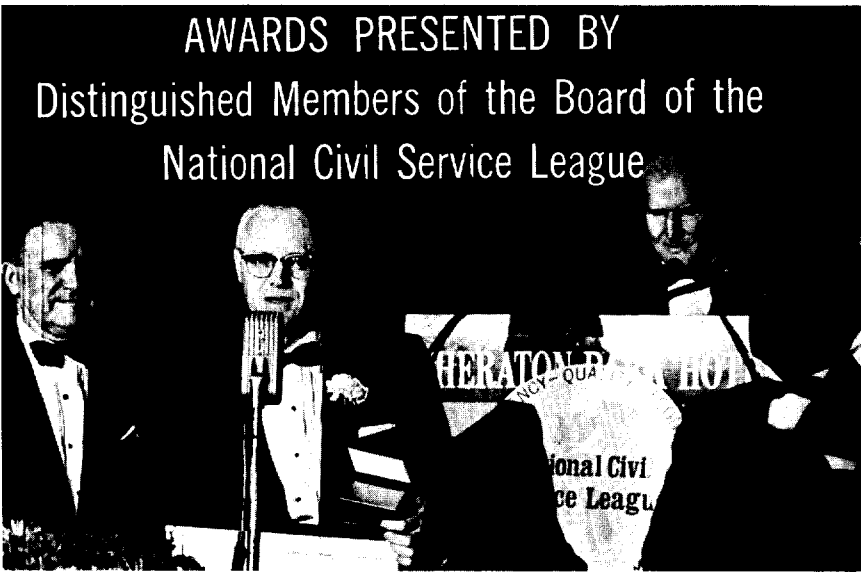
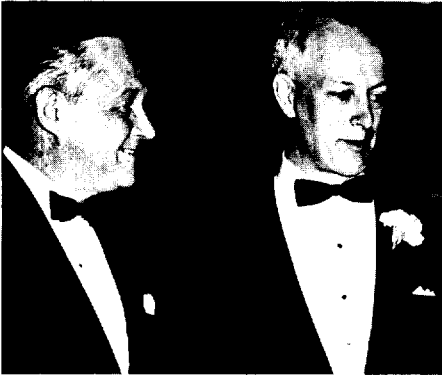
Highest use of Early Bird

The world is, I suspect, sick and tired of proclamations, manifestos, ultimata, and communiqués. Some are necessary, of course, but there has been an unending flood of them in our tempestuous times. What the peoples of the world yearn for—and what peace for the world needs—is less declaration and more revelation. This is the highest use of Early Bird. It should reveal us to one another on many occasions and on many levels—

science, the arts, the conflict of ideas, the ways and customs and diversions of a people—and not just on occasions of state and on a political level. Political purposes and objectives are not to be ignored, but they have little meaning in themselves. They have reality to the great body of mankind only insofar as they have roots in the matrix of those elements that make up the daily lives and the constant hopes of the men and women with whom we wish to establish more effective contact.

In speaking of all those areas of the world with which we seek deeper and stronger associations, one of the most respected and effective of our public servants, Eugene Black, said, in *The Diplomacy of Economic Development*, "Nor is it enough to talk about an integration of political aims and ideals between the West and these parts of the world; there will be no such integration unless it grows out of a long period of constructive contact in tasks of common interest."

To us in broadcast communications the advancing of political aims, however generous, and of political ideals, however lofty, requires—if it is to be effective—the background of a free, constant, and, from time to time, spontaneous interchange relating to fundamentally human problems. It is in this sphere of human problems, I am sure, that the majority of you here in this room are spending a major part of your professional activity—many of you at the international level. It is in this sphere, too, that I think you in government and we in communications must make common cause. And it is certainly ultimately in this sphere that if we all bring imagination and vision and courage to our tasks, we will achieve a common progress that can indeed move the world forward—an inch or two.



A League Challenge

Remarks by
Hon. J. Edward Day
President, National Civil Service League

A funny thing happened to me on the way to the Presidency of the National Civil Service League.

I had the opportunity to watch the Civil Service—and lack of it—at work in one of our largest states. Then in a very large private enterprise, I talked the businessman's language on and about government service. Next I watched the Federal Civil Service at its best during two and a half stimulating years as a member of the President's Cabinet. Now as an attorney here in Washington, I find myself in the position of explaining the vital role of civil servants to my clients.

Hindsight might well say that my course over the years had been carefully plotted to bring me to the National Civil Service League. Because that's what the League is really all about in my view—designing an appropriate course of action to bring business and government closer together to understand and support the strongest possible civil service at every level.

A little over four years ago at one of the first Cabinet meetings held by President Kennedy, I well remember Dean Rusk, the Secretary of State, discussing a most provocative subject. It dealt with what he called the crisis in talent.

He was talking partly about the crisis in talent in the newly emerging undeveloped countries where there are few college graduates, few engineers, few technicians—not even enough people with training to run their government establishments or their telephone and utility systems.

But he also talked about the general crisis in talent encountered as our whole social structure becomes more and more complex. This is true in both the private and public sectors. It is hard for business, for technical institutions, for government at all levels, to find men who are big enough and bright enough and deep enough to cope with the increasingly tangled web of problems.

A New Course of Action

Crisis created the League many years ago; it matured in a period of great growth in the federal government; it contributed substantially to the development of a strong federal civil service parallel with expanding federal responsibilities.

Now I believe it is time for the League to launch a new course of action—a course designed to create a mutual appreciation society between business and the career government servant at the federal and especially at the state and local levels.

Together, business and government must recognize that many of the very most talented seek not merely security and tranquility, but challenge, responsibility, variety and excitement. The businessman can no longer be satisfied to write off the civil servant as "one who does not know business firsthand and who has never met a payroll", nor can the career man in government any longer be satisfied with the illusion—sometimes comforting—that "the businessman simply doesn't understand me."

The problem is how to mutually transfuse the private economy and government with people who know both sides of the street. Business needs desperately in its executive ranks of the future, not just conventional, unimaginative babbits. It needs men who can understand and cope with politics and government. Government—particularly the increasingly enlarging state governments of today—needs with equal desperation in its career ranks not just conventional unimaginative drones. It needs men who can understand and cope with business and competitive economics.

Whatever one's politics or ideology, we have to admit that government—in fact lots of government—is here to stay.

Proposals for new types of legislation, for new types of regulation, even new types of taxation are facts of life that are bound to be with us. They cannot be wished away with slogans or speeches or swear-words. It takes smart and skillful work to cope with

"Through the indispensable understanding, cooperation and constructive criticism of . . . the National Civil Service League, our efforts to improve the Federal Service were greatly aided."

—Dwight D. Eisenhower

"The National Civil Service League has rendered important public service in reminding the American people of the high quality of the Federal career service."

—John F. Kennedy

them effectively—from inside or outside our government.

Knowing government and how to work on an equal plane with people in government is one of the must jobs of key business leaders in our increasingly complicated economy. Knowing business and knowing how to work on an equal plane with business executives is one of the must jobs of key career government people in our increasingly complicated social and economic structure today.

While I am glad to say I see no threat of formal full-scale regulation of many of our industries I think we often fail to realize to how large an extent many business are already entangled with federal and state government or to put it another way how many people in the career ranks in Washington or the state capital have a deep responsibility in the affairs of many businesses.

What can the League do about these related problems? Undeniably businesses compete with one another and the business community as a whole competes with the civil service in attracting the most talented people from our colleges and universities. Undeniably there are too few civil servants who know business and its problems firsthand. There are however, even fewer business executives who know government firsthand. And unquestionably the need for top talent in the civil service is a problem of acute interest to the businessman who looks to the future at all.

I suggest that progress on all of these fronts could be made by devising a program under which executives of companies across the entire spectrum of our economy, junior executives and many specialists and technicians could after a period in private enterprise serve in the state or federal government for two to five years and then return with no loss of status or seniority to their original employers.

And I would suggest further that in many areas of endeavor the same kind of exchange could benefit the career man in government.

The Civil Service Commission in Washington is very interested in developing such a program. It has been conducting studies on the subject. Many of our states where the problem of developing a stable, strong and professional civil service has concerned many people would welcome a version of the same approach.

Business Cooperation

But government—federal or state—cannot perfect such a program alone. It would require cooperation and leadership by some significant sector of the business community to make it work at all.

It requires imaginative thinking, for example, about a more realistic and practical approach to conflict of interest rules. After all men take leaves of absence from business during war time for significant positions in those parts of the government and armed forces which deal with business. The specific duty assignments under the in and out program could be arranged so as to minimize potential conflicts of interest. The program also requires some suitable flexibility in Civil Service rules. And it definitely needs to be insulated from patronage and politics

which are still too much of a factor in some parts of the federal government scene and distressingly obvious in too many state capitols.

The encouragement of such an exchange and transfusion of talent can be an exciting and rewarding new program for the National Civil Service League I am convinced.

The Brookings Institution has a fine program whereby men from business come to Washington and serve in government for three or four months. But valuable as such training experience is it is far more limited than the program of actual government service I am talking about. With a program such as I suggest the chance for variety in his total working career could well help to attract outstandingly talented and dedicated prospects to given industries and it could broaden the outlook of areas of the career civil service. The businessman who returns to his original employer would provide first hand insight into the workings of state or federal government. The career civil servant would return to his post with a greater understanding of private business and its problems.

This is unquestionably a field of leadership where the League should by definition have a preeminent position. I suggest we use the League's long history of substantial aid to the growth of the civil service and its many years of close working relationship with the members of the business community who have supported it to erect a brand new two-way bridge for the transfusion of talent between government and business.

Such a meaningful and mutually beneficial exchange of talent between business and government can add a whole new dimension to state and federal career civil service.

Challenges and Rewards in Government



by John W. Macy, Jr., Chairman
U. S. Civil Service Commission

THE PRIMARY OBJECTIVE of the Federal civil service is to achieve and maintain a Government work force of the high quality exemplified by the recipients of the National Civil Service League's Career Service Awards. The purpose of the Civil Service Act and the merit system it created was to provide continuity as well as competence in Government service, and the careers of these outstanding public servants show that that purpose can be achieved.

Within the last few years there has been increased emphasis on excellence in the Federal Government service. This emphasis takes on added urgency in relation to the new objectives of the Great Society which President Johnson has so clearly set forth. In pursuing the goals of civil rights, adequate education, elimination of poverty, and all the rest, it is not enough to pass laws. Every law must be competently executed if the program is to succeed—executed by civil servants of the highest competence. This means that, more than ever before, we must seek out, cultivate, and reward excellence in the public service. Our Federal recruiting, examining, and career development programs are geared to this purpose.

The Great Society will require a substantial investment. This means, in the words of President Johnson

himself, that as a Nation we cannot afford to waste a single dollar of our resources on outmoded programs, which once may have been essential but which time and events have overtaken; and that as a Government we must get the most out of every dollar of scarce budget resources, reforming old programs and using the savings for the new programs of the Great Society.

The stringent economy and frugality that President Johnson has directed all Government agencies to practice does not reduce the need for high-quality recruits, nor does it reduce the advancement opportunities for competent and ambitious employees. On the contrary, it increases them. In addition to the urgent new programs, there is continuing, long-term, vitally important work which the American people depend upon their Government to do. Therefore the quest for quality which the Civil Service Commission and other Federal agencies have been engaged in for the last four years is being intensified. For we know that our goals can be met only if we employ the most talented and energetic people we can find, and develop each employee's potential ability to the highest degree, to assure the best utilization of human resources in serving the public interest.

(Continued on Page 16)

Career Excellence



**ALAN L.
DEAN**

*Associate Administrator
Federal Aviation
Agency*

*By Najeeb E. Halaby, Administrator,
Federal Aviation Agency*

AVIATION IS A DEMANDING, exciting, rapidly changing profession.

The often opposing objectives of the dissimilar groups the Federal Aviation Agency serves—the airlines, the military, and the various segments of general aviation which range from the Sunday-for-pleasure flyer to the most sophisticated business pilot—are the upsetting factors which provide, at once, the demand, excitement and the change.

There is also the fast pace. Yesterday, the FAA was girding its air

(Continued from Page 15)

Even if the size of Government remains the same, normal turnover in a work force of nearly 2½ million requires the hiring of over 250,000 replacements every year. About 15,000 of these new appointees are recruited from the colleges; they may begin their careers at salaries of \$5,000 to \$7,220, depending upon their qualifications. They are selected by 50 or more Federal agencies, for virtually every kind of professional and administrative occupation. Government scientific research today extends from the ocean's depths to outer space, and Government services touch the life of every American every day.

The Government's work is constantly changing, because ours is a government by and for the people and must

traffic control system to handle the new big jets. Today, it is planning for the supersonics. Tomorrow's planning—much of it—will be done by today's youngsters who are preparing themselves for aviation careers.

FAA goals, as set by Congress, are to foster and promote the safety and development of air commerce. FAA responsibilities begin at the drawing boards where aircraft are conceived and at the factories where they take shape. These responsibilities continue with the men who dispatch the aircraft from airports, the pilots who fly them, the aviation mechanics who maintain them and the air traffic specialists who control their flight. FAA's responsibilities include the airspace, the navigation aids, the airways system, the airports, and finally the research that will keep American civil

(Continued on Page 19)

be always responsive to the people's changing needs. The coming years will see the emergence of many new career fields, just as much of the present work has developed within the last decade or so. In every program of Government, old or new, every year brings new challenges. Who will meet those challenges? This is a question every college student should seriously consider.

In Government service, competent and well-prepared young men and women will find work that is always interesting and often exciting, that makes use of their talents and training, and that provides room for advancement and rewards for excellence. They will find work that matters, that serves some real purpose in the world. They will find top-quality leaders, and com-

Suitably Honored

RICHARD M. HELMS

Deputy Director
Central Intelligence
Agency



By William F. Raborn, Jr.,
Director of Central Intelligence

THE MEMBERS OF THE United States Central Intelligence Agency are exceedingly proud to have Richard Helms, a career officer who has grown up with CIA, receive the 1965 National Civil Service League's Career Service Award. This great honor bestowed by the League, which is doing so much to improve the excellence of public service, has been shared by four other CIA officers in the past five years—a record which is very inspiring to our employees

petent, stimulating associates; and they will find fair treatment without favoritism or prejudice, good pay equitably assigned, enlightened employee-management relations, and modern-day financial benefits.

Under the Federal merit system all citizens may compete on equal terms for Government employment. Absolutely no discrimination on the basis of politics, race, sex, religion, national origin, or physical handicap is tolerated in the Federal civil service. The merit principle controls not only open competition and selection for appointment, but opportunities for training, career development, and promotion.

But the strongest attraction of Government service is not these fundamentals of a good personnel system, important as they are. It is the sig-

whose accomplishments cannot often be heralded no matter how noteworthy they may be.

Mr. Helms is widely known and respected as the senior United States foreign intelligence operations officer. His twenty-three years on the "frontiers of foreign affairs" exemplify an exciting and personally rewarding career. Mr. Helms' service will certainly be counted as truly dedicated in the long sweep of public service history. His record in Government serves to challenge capable young men and women, aspiring to be in the mainstream of our nation's foreign affairs, to consider seriously the important service that can be rendered their country in an intelligence career.

Born in 1913, Mr. Helms early in life was exposed to the international scene. He received his second-

(Continued on Page 22)

nificance of the work itself, and above all, the sense of personal worth and personal satisfaction that comes from contributing directly to the strength of our Government and the welfare of all Americans. This factor is regarded by most successful career men and women as one of the greatest rewards of Federal service—a form of compensation that they feel they could not attain in any other field.

Vice President Humphrey recently said: "There isn't any such thing as good government and effective government without dedicated public servants; and if there ever was a group of unheralded heroes in the cause of freedom, that group is the public servants who give unselfishly, whole-heartedly, of their time, talent, and energy to the public good."



**GEORGE
JASZI**

*Director, Office of
Business Economics*

*Department of
Commerce*

*By John T. Connor,
Secretary of Commerce*

Regretfully, the public image of the civil servant pictures a drab, anonymous creature burdened by drudgery and deadening routine, his imagination and ambitions stifled by rigid regulations. Here certainly, is the personification of the organization man at his very worst.

If there are such people in the public service—and there are a few—they are not the ones who are involved in the conquest of space, the all-out attack on poverty, the rebuilding of American cities. Nor are they the ones, to name but a few areas in my own Department, who are engaged in building the world's greatest system of roads, which is saving thousands of lives every year, (while opening new arteries of commerce to quicken the growth of the Nation's prosperity), who are urgently attempting to control or at least perfect the prediction of weather, in order that lethal storms will become a thing of the past, who are probing the mysteries of the world's oceans, experimenting with the fascinating properties of the laser, or refining the tools of economic analysis so that private and public policies can be more accurately set to prevent recessions and depressions.

George Jaszi, one of the ten persons honored this year with a prized Career Service Award by the National Civil Service League, is an outstanding example of a dedicated public servant

with a deep commitment to furthering the best interests of his Nation and its people. George, who is Director of the Commerce Department's vital Office of Business Economics, is widely known as "Mr. GNP"—the father of the Gross National Product, that indispensable detailed accounting of the national income. In the words of Gardner Ackley, one of those who considerably upped the superlative count of George's nomination for his Career Service Award, "Gross National Product has become a household expression, and—more than anyone else—George deserves credit for that development."

George was there when the first figuring began on how to present a comprehensive accounting of the Nation's economy. That was in 1942, his first year with the Department, when the accounting was needed to detect the strengths and weaknesses of the economy for maximal defense mobilization. He has been with us ever since, and has played a key role in every major step in the advance of national economic accounting.

His latest achievement was launching and supervising the input-output study which won wide acclaim as an economic microscope for analyzing the interdependence of industry and final markets, or in other words, how the spending of one dollar here affects the spending of other dollars elsewhere. This is an essential instrument for calculating the impact of one segment of the economy on another, and that is essential for placing all the pieces of the economic puzzle in their proper place.

George has been a superb representative of the United States at International Conferences, has written a treasury of economic reports for

(Continued on Page 23)

(Continued from Page 16)
 aviation where it has always been—
 out in front. To keep these technical,
 diversified responsibilities in proper
 perspective, and to operate at peak
 efficiency, requires effective manage-
 ment.



Effective management is the major key for carrying out FAA responsibilities. The major locksmith is Alan L. Dean, a most deserving recipient of one of the National Civil Service League's 1965 Career Service Awards.

Mr. Dean started his Government career 23 years ago as a civilian personnel employee (GS-5) in the former War Department. From that beginning he moved ahead at a remarkable pace in progressively responsible jobs in personnel, training, budget and management services. Prior to joining the FAA in January 1959, Mr. Dean was a senior management analyst in the Bureau of the Budget. He came to the FAA when it was formed nearly six and one-half years ago, first as Assistant Administrator for Management Service and later, Associate Administrator for Administration. This man of broad experience, boundless vigor, and faithful dedication to improvements and economies in the administration of Federal activities has become one of the nation's top experts in organization and management of Government operations. He is an effective manager, which might be the biggest understatement of the year when you look at the FAA—an organization of nearly 45,000 people operating with a current budget of \$750 million. Mr. Dean's modern management concepts and practices have contributed significantly to the \$65 million savings that have been achieved by the FAA in the past six fiscal years.

In addition, he is a valued advisor to the Administrator on the total range of FAA activities. Recently, he was designated by President Johnson to serve on a Presidential Task Force on Cost Reduction. I consider this a significant recognition of Mr. Dean's worth. His career is typical of the alert, enterprising young people who aspire to Government careers.

I believe, through effective management, the FAA is a lean, clean, keen organization such as I visualized when I first became Administrator in March 1961. Leanness means just the resources necessary—no more, no less—to be able to achieve what people expect of us. Cleanness means objectivity and integrity—honest, selfless, dedicated service. Keeness is high morale, initiative, enthusiasm, vigor, and humor resulting from high productivity and a sense of achievement.

Career opportunities in the FAA are as varied and widely scattered as its functions, yet each is dependent, one upon the other. The FAA electronics maintenance technician at a remote Alaskan air navigation facility contributes to the safety of an aircraft whose certificate of airworthiness was issued by an FAA engineer in Georgia, whose pilot was checked out by an FAA flight inspector trained in Oklahoma, and whose flights are guided by a cadre of highly skilled FAA air traffic control specialists working from 21 Air Route Traffic Control Centers spotted throughout the United States.

The President Offers His Accolade



President Lyndon B. Johnson offered his congratulations to the 1965 career award winners in the White House Rose Garden. League Chairman Bernard L. Gladieux (second from left) introduced the awardees to the President. Mr. Johnson's remarks follow:

There is one thing that I want you to know, and I want all of those in high authority in Government to know, and I want the country and the whole world to know, and that is if this administration has any bias in its promotion policies it is a bias in favor of the career service.

So those of you that have been selected as the 10 outstanding public servants, while you are welcomed here this morning, I think you are in very distinguished company when you are one of the winners of the National Civil Service League's Career Service Awards.

The high quality of ability and performance in the Government service was never needed more—and I can speak with the cool authority of even the last few days.

Responsibilities that have been placed upon the Government in these times affect the lives of all of our citizens, and affect the future of the entire world. There is too much at stake for us to consider for a moment that a position of responsibility is to be parcelled out either as a plum of patronage or as a reward for partisanship.

That is true of the members of my Cabinet. I have named only three Cabinet members that are new. All three of those men are somewhat



career men in the public service. They have spent sometime in public service. They were not selected because of their party, if they have a party. They were selected because of their dedication, because of their ability, because of their character, and because I think that they are the best equipped men that I can find.

That is going to be true of every person I select. The only thing I find wrong with the judgments of the people who selected the winners of the National Civil Service League's Career Service Awards is that they apparently confined their judgment to stags. I just can't believe that the odds are 10 to nothing in favor of the men when it comes to making an award based on merit.

The New York Times of May 20 quoted League Board Chairman Ber-

nard L. Gladieux as replying to the President that he "should speak to your cabinet and tell them to nominate women".

Are there just men in the civil service, or does it include women? Where are the women? That is the point I want to make. I think we have a bias, and I think we have a prejudice, and I think we are inclined sometime to think because we weigh more, and because we are taller, and because our shoe size is bigger that it is representative of our intelligence, too, and our dedication, too.

I have not found that true in my service in the Federal Government of 35 years. And I am going to insist that Mr. Macy, and I would like to suggest to the Civil Service League, too, that we bear that in mind making our selections.

I want these honors that we give in Government service, as far as the Government is concerned, to be based not on regions, not on religions, not on race, and not on sex. We must emphasize excellence.

On behalf of the Government and the American people, I want to express my sincere appreciation and gratitude for the skill and for the devotion that each of you 10 men have given your Government.

I think more than half of my appointments have come from the career people. Perhaps ¾ of them have come from people who have spent a long time in Government service.

So, when you go back and talk to your associates you tell them that their name is coming up—quit watching that clock, quit worrying about what time they are leaving in the afternoon, quit being afraid to be imaginative and adventuresome and to give ideas.

The people that I reward, notwithstanding what some think, are the folks that come up with new ideas in something different, and even something that I don't agree with, because frequently they convince me that I am wrong.

So, you tell the career people that is what we want. Mr. Macy is looking over their shoulder and if he doesn't find them then suggest them.

We need more, and better, and experienced, and qualified people for the Federal Government in the days ahead, and we are going to the career service to get them.

(Continued from page 21) ary schooling in Switzerland and Germany, as well as in the United States. Following graduation from Williams College in 1935, where he was elected to Phi Beta Kappa, he served as United Press correspondent in Berlin. He later became national advertising manager of the Indianapolis Times Publishing Company. While with the UP in Europe. Mr. Helms interviewed Adolph Hitler. The account of his interview appeared as a newspaper feature article entitled "Hitler and Mars Incorporated."

Mr. Helms began his career in intelligence during World War II as a naval officer with the Office of Strategic Services. At the end of the war, he served as a civilian in the successor organizations to OSS and was assigned to CIA when it was established in 1947. His career in CIA has been one of steady advancement and continuing achievements in activities of the highest importance for the furtherance of our country's international objectives. He served as deputy to the Deputy Director for Plans from 1952 until 1962 when he was appointed by John A. McCone, then Director of Central Intelligence, as Deputy Director for Plans. On 14 April 1965 President Johnson appointed Mr. Helms as Deputy Director of Central Intelligence.

As Deputy Director for Plans, Mr. Helms managed with great success the intelligence programs which provide significant intelligence information as a basis for United States foreign policy decisions. With the objective of safeguarding the security of our country and seeking world peace, CIA has the responsibility of maintaining a constant world-wide watch. Directing these "eyes and ears" of CIA has been Richard Helms'

the approbation of a Congressional committee for his superbly documented testimony on the activities of the Soviet intelligence service (K.G.B.) in formulating and distributing what purported to be certain official papers of the United States, Britain, and other countries of the Free World. These forged documents were intended, of course, to discredit the United States in the unsuspecting eyes of the world. Mr. Helms' testimony, published by resolution of the Senate Committee on the Judiciary under the title of "Communist Forgeries," was of such far-reaching value that it subsequently was published in five foreign languages and has served to alert and instruct others as to the techniques and fraudulent practices of the opposition.

Richard Helms is known in our intelligence community to be a "man of action" who has successfully served his country for more than two decades in a public service activity where the stakes are great—and the penalties for omission and error, greater. As Deputy Director of Central Intelligence, he now has an even greater responsibility, involving the total United States intelligence organization —which can be thought of as combining the scholarly environment of a major university with the managerial methods of a large business enterprise, all geared to the timely news gathering and fast pace of a metropolitan daily newspaper. Intelligence is a specialized and grave responsibility, of the utmost importance to the United States Government. We are fortunate to have Richard Helms, a "pro" in intelligence operations and a dynamic administrator, as the Deputy Director of our Agency.



The Awards Program was carried by television and radio around the world.

(Continued from Page 18)

learned Journals, is quoted and held in the highest esteem by experts in his field. Yet, no one of these statistical experts has ever calculated George's value to the United States, and they never will, for his contributions to the economic progress of the country, which benefits all Americans, are incalculable.

In terms of public service, what is most significant about George Jaszi is that he has spent his entire distinguished career in that service. He did not first win recognition in academic circles, as an industrial consultant or whatever. All his accomplishments were achieved while working for the Federal government. This is proof enough of what an individual in public service can do to give meaning to his life by contributing to the welfare of his country and his fellow man. And, it deserves notice, George Jaszi is a naturalized American. He was born in Hungary and did not come to

this country until he was 16 years old.

Federal, state and local governments cannot have enough men like George Jaszi. Moreover, there are countless young men and women with talent and ideals who cannot afford to dismiss the opportunity to serve which public service offers—not if they want to make their lives as meaningful and productive as possible.

The 70-odd agencies and departments of the Federal government are constantly on the lookout for people of promise in virtually every profession. The pay is now almost comparable to that of private industry, and there is absolutely no discrimination as to race, creed or color. In the service of your country, you are your own man—or woman.

You no longer see the World War II posters of Uncle Sam with his finger imperatively pointing out, saying "I need you." But the need is even greater today, and if anything, more satisfying, for those who want to serve.

Challenges Met . . .



**HOMER E.
NEWELL**

*Associate Administrator
National Aeronautics
and Space
Administration*

*By James E. Webb, Administrator,
National Aeronautics and
Space Administration*

DR. HOMER E. NEWELL joined the Federal government in 1944 when he went to work for the Naval Research Laboratory in Washington, D.C. He came from the University of Maryland where he had been a Professor of Mathematics four years.

I AM DELIGHTED THAT Leonard Niederlehner, Deputy General Counsel of the Department of Defense, has been selected by the National Civil Service League for its Career Service Award for his contribution to excellence in Government. Mr. Niederlehner, who has been Deputy General Counsel of the Department of Defense since 1953 and Acting General Counsel since March 1964, exemplifies that combination of professional skill and dedication to public service without which the United States Government could not function.

Mr. Niederlehner entered the Federal Service through a nation-wide competitive Civil Service examination in 1940, and has since progressed from one to yet another challenging assignment. Today, he is a valued advisor to senior officials of the Government on a wide range of matters

Shortly after World War II, in 1947, when rockets and space research were relatively unknown to the average man, he took charge of NRL's Rocket Sonde Research Branch. Then in 1955 he became Acting Superintendent of the Atmosphere and Astrophysics Division.

With the advent of Sputnik in October 1957, the nation looked for men who could put this country's space program into high gear. Dr. Newell took over a key post as Assistant Director of Space Sciences with the formation of the National Aeronautics and Space Administration in 1958. The next year he became Deputy Director of Space Flight Programs and in 1961, Director of Space Sciences. *(Continued on Page 27)*

**LEONARD
NIEDERLEHNER**

*Deputy General
Counsel*

Department of Defense



*By Robert S. McNamara,
Secretary of Defense*

which significantly influence national policy.

More than two centuries ago, the philosopher Jean Jacques Rousseau wrote:

"As soon as the 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."

(Continued on Page 30)

... by Opportunity

MR. CARL H. SCHWARTZ, a dedicated Government career employee, worked his way through high school and college, part of which was during the depression years. He worked in a manufacturing plant in Fort Wayne, Indiana, during afternoons to pay his way through high school, and he cooked and served meals for a professor of classics to finance his undergraduate college education and his master's in Business Administration. Because he was an outstanding student (Phi Beta Kappa) he then was awarded fellowships to Columbia University from which he received his Ph.D. in Economics in 1938.

Mr. Schwartz's Government career began in 1934, when he was appointed as a Junior Economist, P-1 in the Farm Credit Administration, where he worked for over seven years, and rose to the position of Principal Economic Analyst, P-6. In 1942, when the Farm Credit Administration moved to Kansas City, Mr. Schwartz was appointed to the Bureau of the Budget which was then expanding its staff. He began his Bureau employment as a Budget Examiner, GS-12, in the Agriculture Unit. In only ten years he rose to the position of Chief of the Resources and Civil Works Division, the position he still holds today.

Unknown to most of the public, Mr. Schwartz occupies one of the most sensitive career positions in the Federal Service. He serves as the program coordinator and advisor to the Director and to the President on activities relating to agriculture, conservation, natural resources, public works, water resources, and recreation

CARL H. SCHWARTZ, JR.

Chief, Resources and
Civil Works Division

Bureau of the Budget



*By William D. Carey,
Executive Assistant Director,
Bureau of the Budget*

development, and supervises the preparation of the Federal budget for these programs. The programs are always urgent and create almost impossible time pressures for analysis, clearance and action. They involve numerous contacts with other Bureau staff, White House staff, Congressional members and staff and the public. Mr. Schwartz's ability to coordinate the diverse program issues is a real contribution to the effective functioning of the economy, and is extremely important to the Nation's welfare.

A new young member of the Bureau's staff is usually assigned as a budget examiner in one of the five divisions: Military, International, Resources and Civil Works, Commerce and Finance, and Labor and Welfare.

(Continued on Page 31)



Where the Action is . . .



THE SUCCESS STORIES of the ten career civil servants who won the 1965 Career Service Awards of the League give an inkling of the jobs open to able young people in government today. But there's much more to the story. Their successes, adventures, rewards, satisfactions—though admittedly not typical—are shared by hundreds of thousands of other public employees. And more than nine million people who staff national, state and local government share these rewards today in every kind of occupation. They range from managing and manning thousands of social services to the frontiers of space.

YOUNG PEOPLE IN QUEST of exciting careers should think first of government. They should see their college placement officers or high school guidance counsellors. They should visit their local post office for information, write their state capitol or the U.S. CIVIL SERVICE COMMISSION, WASHINGTON, D.C. The heads of the ten agencies represented by the 1965 awardees all invite your requests for information at the addresses at right:

26

FEDERAL AVIATION AGENCY
800 Independence Ave., S.W.
Washington, D.C. 20553

Personnel Office
NATIONAL AERONAUTICS & SPACE
ADMINISTRATION
Washington 25, D.C.

Personnel Office
Executive Office of the President
BUREAU OF THE BUDGET
Washington, D.C. 20503

Board of Examiners for the
Foreign Service
DEPARTMENT OF STATE
Washington, D.C. 20520

Director of Personnel
OFFICE OF THE SECRETARY
OF DEFENSE
Washington, D.C. 20301

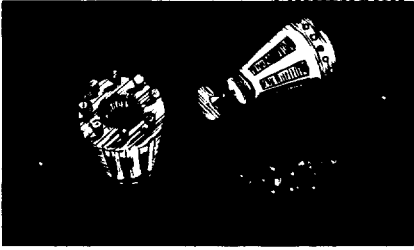
Office of Personnel
CENTRAL INTELLIGENCE AGENCY
Washington, D.C. 20505

Director of Personnel
U.S. TREASURY DEPARTMENT
Washington, D.C. 20220

Personnel Officer
AGENCY FOR INTERNATIONAL
DEVELOPMENT
Washington 25, D.C.

Personnel Officer
DEPARTMENT OF COMMERCE
Washington 25, D.C.

Personnel Officer
DISTRICT OF COLUMBIA
GOVERNMENT
Washington 25, D.C.



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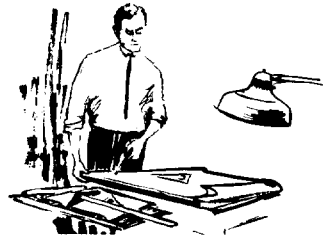
As Deputy Associate Administrator for Space Science and Applications today Dr. Newell can view an impressive list of successful missions accomplished. His performance has contributed immeasurably to the primary position the United States now holds in space science and the application of many space advances to our everyday lives.

For a program only dimly perceived just a few years ago, it took a high degree of management ability to ensure the best in coordination, cooperation and ingenuity so necessary to make a complex program work so successfully. At the same time it is necessary to explain the whys and wherefores in all their technical aspects to the Congress and the public. In addition it was of first priority to ensure the participation of the scientific industrial and university communities in the development and execution of NASA programs. All these functions were accomplished under Dr. Newell's direction contributing greatly to the success story of the United States space program.

It would take too much space to go into all the missions accomplished in the Space Science and Applications Program. However, to name a few:

The recent Ranger photos of the Moon, more than 17,000 of them, taken by Rangers VII, VIII and IX. The first close observation of Venus which Mariner II accomplished in

1962 as it flew by the mysterious planet. Communications satellites, which have brought intercontinental television for the first time as well as first quality radio and telephone connections across vast reaches of the Earth. Weather satellites which have improved the science of meteorology to such an extent that accurate two to three week weather forecasts are considered quite likely in the next several years. The observatory satellites which bring us information about space, the solar system and the Universe impossible to get by any other means. The Explorer satellites which have told us so much about space around the Earth. And in July we hope to receive the first pictures of Mars ever taken at relatively close range, about 5400 miles, from Mariner IV. Looking to the future, scheduled to begin this fall, we see Surveyor softlandings on the Moon, which will take closeup TV pictures and analyze the surface. Later a spacecraft called Lunar Orbiter will, as its name implies, orbit the Moon taking pictures of the lunar surface much like the Earth's surface is photographed by meteorological satellites. A few years later, 1971, a spacecraft weighing as much as 10,000 pounds, called Voyager, is scheduled to take even a closer look at Mars with part of the spacecraft soft-landing on the planet's surface to find out whether or not life exists there.



Public Careers . . .

IN HIS OFFICIAL CAPACITY as Executive Director of the National Capital Housing Authority and as a community leader, roles which are mutually supporting, Mr. Walter E. Washington has made substantial and significant accomplishment in the provision of suitable housing and needed social and welfare services to low-income residents of the District of Columbia. Mr. Washington has consistently displayed effective leadership in developing, directing, coordinating, and executing the Authority's low-rent housing program and in stimulating the community to provide needed social and welfare services for Authority tenants and to provide good housing



**WALTER E.
WASHINGTON**

*Executive Director
National Capital
Housing Authority*

*By Walter N. Tobriner, President,
D.C. Board of Commissioners,*

for all residents of our Nation's Capital. His role becomes increasingly more difficult and significant with the complexities and rapid changes of modern urban living, with increasing need for social and welfare services
(Continued on Page 32)



**ROBERT C.
STRONG**

*Ambassador to Iraq
Department of State*

*By Phillips Talbot,
Assistant Secretary of State*

THE CAREER OF Robert Campbell Strong should dispel once and for all the myth of the proverbial diplomatic servant cutting teeth on a silver spoon and growing up to conduct glamorous intrigue while lounging in a private car as the Orient Express carries him to and from exciting European capitals. Mr. Strong exemplifies an entirely different image, although not less interesting. A former laborer and golf caddy, he worked his way

through Beloit College and still had time to make Phi Beta Kappa. He was awarded a University of Wisconsin scholarship prize in 1938 and attended that institution for one year.

Mr. Strong was born in Chicago on September 29, 1915. Early in his college career, it became evident that his main interest was in international relations and history. He passed the highly competitive Foreign Service Officer examination in 1939.

His career in the Foreign Service has led him to South Africa where he protected seamen and American shipping during the War years of blockade and assisted at funerals of the victims of torpedoed ships—to Hong Kong Harbor where he was in charge of an Embassy which had its office aboard a vessel—to the various temporary capitals of Nationalist
(Continued on Page 33)

... Proudly Served



ARTEMUS E. WEATHERBEE

*Assistant Secretary
for Administration
Treasury Department*

*By Henry H. Fowler,
Secretary of the Treasury*

TO THE THOUSANDS of young men and women who seek interesting and rewarding careers in the federal service, the outstanding record achieved by Artemus Edwin Weatherbee, As-

sistant Secretary of the Treasury for Administration, is a convincing example of the success which could crown their efforts.

Mr. Weatherbee has been chosen as one of the 10 outstanding federal career employees to be recognized this year by the National Civil Service League.

This is an honor that comes to few—but those few can be looked upon as representative of today's elite corps of public servants from which our national government draws the high caliber career personnel it must have to meet the demands for leadership in the modern world.

(Continued on Page 34)

FOR THE PAST FIVE YEARS, C. Tyler Wood has served with distinction as Minister for Economic Affairs and Director of the Agency for International Development Mission in India. In this job he was charged with planning and executing the largest U. S. economic aid program in the world. His fine performance ranks him as one of the Agency's outstanding Mission Directors.

He was held in the highest esteem by members of the Indian Government at all levels and personally made a significant contribution to the improvement of Indian-U. S. relations. Three different Ambassadors under whom he served commended him for his outstanding public service. A.I.D., in recognition of his service, awarded him its highest recognition—the Distinguished Honor Award.

His entire government career—following a number of years in public



C. TYLER WOOD

*Mission Director
Agency for
International
Development*

*By David E. Bell, Administrator,
Agency for International Development*

education and business—has been in the highest traditions of the public service. In 1947, as Deputy Assistant Secretary of State for Economic Affairs, he assisted significantly in the development of the Marshall Plan, and planned and participated in the presentation of the Marshall Plan legislation.

(Continued on Page 35)

(Continued from Page 24)

Mr. Niederlehnér and those Federal careerists who are being honored with him reassure me that America is not threatened by this danger.

Seldom in the course of mankind has public service been of such importance. Perhaps never have the people of any nation had such awesome but challenging opportunities for public service as those confronting the citizens of America today.

Within our own land, we face the multiple problems of sustaining the dynamic, questing spirit which gave us birth and made us great. The jobs have not all been done. As our responsibilities increase, as our population grows and shifts, as our economy reacts to technological change, as our resources become more precious, and as millions of people seek a fuller realization of democracy's promise, we cannot rest our efforts.

There is, to my mind, no greater challenge than the challenge of public service. The hours are often long, and the monetary rewards are rarely equal to those available in industry. There are other rewards, however, and chief among them I would place the knowledge that one is contributing personally, to shaping the destiny of mankind. Ours is one of those rare eras in human history in which the effects of small events become magnified by time, until they are seen in retrospect to have changed the course of history and remade the world.

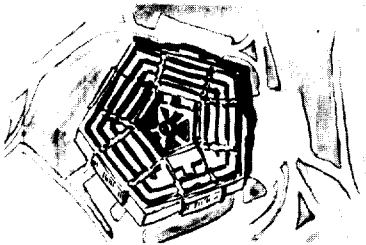


If the day comes when the science and technology of this era can be employed fully and solely for the betterment of man, the result can be a society of such abundance as to eclipse the Golden Ages of mythology. The question of whether, or when, this is to be may well be determined in the next few decades. Many of the critical decisions affecting the outcome will be made here in Washington.

Opportunity for achievement and advancement in the public service are not limited to the experienced and long-time career men and women. Each year, for example, the Office of the Secretary of Defense appoints a small group of college graduates as a source of professional talent and executive potential. All appointments are made from the Management Intern register of the U. S. Civil Service Commission's Federal Service Entrance Examination.

After a series of training assignments, these interns are permanently placed as weapons systems analysts, budget examiners, fiscal economists, foreign affairs specialists, computer systems analysts, civilian personnel specialists, and management analysts.

In each of these positions, these young people play a significant role in helping the Secretary of Defense to meet his worldwide responsibilities.





(Continued from Page 25)

The budget examiner is responsible for carrying out all of the Bureau's functions for the agency assigned. This includes preparation and execution of the budget, analysis of and advice on proposed legislation, and improvement of management and organization. He is a program analyst, reviewing plans and operations of the assigned agency, advising on whether those plans and operations are in accord with the intent of the President and of the Congress, and whether they are effective.

A junior examiner assists a senior examiner by gathering facts, making preliminary analyses and special

studies, compiling summaries, reviewing material for completeness and accuracy, and performing other duties as a general aid. He is also assigned, from the outset, specific responsibilities for a small agency, a bureau, or other segment of his supervisor's area of responsibility.

For development of the young staff member, the Bureau depends upon his capacity for self development and upon his supervisor. A minimum of formal orientation is given. He does not rotate. He is given responsibility for a specific job as soon as he enters on duty, and the responsibilities are increased as rapidly as he can absorb them. Grade and salary increase with responsibility.

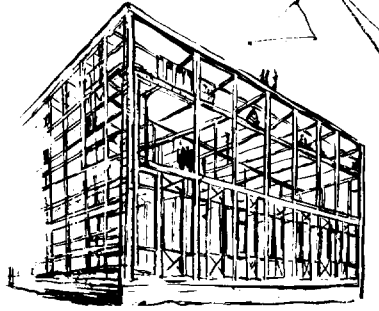
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related to displacement of low-income families by highway construction, urban renewal and other Governmental displacement activity.

Since Mr. Washington's employment with the Authority in September 1941 as Junior Housing Assistant, Mr. Washington has: performed his assigned work with exceptional diligence, insight, skill and ability; taken on increasing responsibilities; broadened his education and capacity for personal growth over the years to become the staff head of the National Capital Housing Authority, an independent Federal agency. The agency's present program includes the management of about 8,500 dwelling units with more than 3,000 additional units in the planning and construction stages. In addition, he has been in the forefront of experimentation locally and nationally in expanding the supply of housing for low-income families in critical need. At present, he has launched for the agency an experimental program of rehabilitation of existing housing and a demonstration of national significance in the voluntary leasing of large private dwellings for rental to large low-income families.



The President and
Bernard L. Gladieux



Through his vision, vigorous and effective leadership and cooperative efforts, Mr. Washington has gained significant and substantial support for the NCHA program from various interests including business, real estate, labor, religious, and community groups.

The strength, vitality and astuteness with which Mr. Washington pursues the task of extending the supply of housing for needy families is well known locally and nationally. He has made a persistent drive to bring about a better life for the disadvantaged families in our community in the Nation's Capital. It is this forthright and at times dramatic effort to achieve the legislative goals and policies of the agency that has gained for him the respect of many officials and citizens alike. He is indeed a warm, understanding, tolerant, yet exacting administrator in pursuit of his agency's work.

Moreover, Mr. Washington is regarded as an agency director drawn from the Career service whose life and involvement in government and community provides a positive and constructive example for young people. We believe that it is the hope, aspiration and motivation from such life-examples that ultimately will spell the strength and success of our Federal Career Service.



(Continued from Page 28)

China which he had to reach by flying over Communist-held territory—to war-scarred Sofia where his hotel had heat only twice a day for an hour—to the flaming Near East during the Suez crisis of 1956 where he was in charge of the Embassy at Damascus, after the Ambassador was declared *persona non grata*—to the Directorship of the Office of Near Eastern Affairs, where he guided United States relations from a low point of serious concern of Sino-Soviet penetration and coolness, to the point where relations improved and warmed considerably, and to the ultimate aspiration of every Foreign Service Officer, an Ambassadorship. In Iraq, where he was assigned as Ambassador in 1963, the attempt of a new regime to restore stability was disrupted by two coups in rapid succession which caused another upheaval in that country's political machinery. Ambassador Strong's leadership of the American community and his energetic efforts to ensure that this Government's interest was again protected were clearly evident.

In addition to serving overseas, Ambassador Strong attended the Naval

War College in 1946-47, one of the first group of Foreign Service Officers to attend the institution. In 1958 he was appointed State Department member of the faculty of the United States Army War College at Carlisle Barracks, Pennsylvania, where he was one of a faculty of approximately fifty Army, Navy, Air Force and Marine officers teaching a student body of two hundred senior officers from the armed forces and civilian agencies.

For his untiring, courageous and outstanding service of four years in politically fermenting Syria, Mr. Strong was awarded the Department of State's Superior Service Award in 1959.

Mr. Strong married the former Betty Jane Burton on August 29, 1939 in London. The Strong's have three children, Margaret Fay, Caroline Georgette and Gridley Barstow.

Ambassador Strong is a member of the Foreign Service Association, American Society of International Law, Sigma Pi and Phi Beta Kappa.

The Foreign Service, of which Ambassador Strong is a distinguished member, embraces a wide range of functions. The average Foreign Service Officer will at one time or another in his career engage in practically every type of work, be it performing services for American citizens and business interests abroad, administering the immigration laws on behalf of the Department of Justice, promoting American foreign trade, reporting on political or economic developments or representing the United States Government in meetings of international bodies. Whatever function the Foreign Service Officer engages in, he is expected at all times to promote the interest and policies of the United States.



(Continued from Page 29)

The position of Assistant Secretary for Administration in the Treasury Department has traditionally been held by a senior civil servant since 1933. His responsibilities are many and varied, and they are of the utmost importance to the welfare of this nation, for the daily business carried out by the Treasury Department touches the lives of practically every American citizen in one way or another. He is the top Treasury official watching over the performance of 13 bureaus and separate offices which employ 88,000 men and women.

Among these Treasury agencies, for example, is the Internal Revenue Service, which collects over \$100,000,000,000 in taxes through the services of more than 13,000 professionally trained accountants, a large number of law graduates, and hundreds of revenue officers and tax technicians.

Another is the Customs Bureau, whose 9,372 employees carry out the Customs laws by inspecting baggage

and import cargoes, appraising merchandise from all parts of the world, and levying the Customs duties.

The Treasury "family" also includes a staff of over 4,000 Treasury enforcement agents or "T-Men" who wage a continuous battle against the smuggler, the income tax evader, the dope peddler, the moonshiner, the counterfeiter, and the forger of Government checks and bonds.

Treasury workers, 4,000 of them, operate large banks of computers located throughout the land—key punch operators, programmers, systems analysts, and computer operators.

Also a part of the "family" in times of peace, are the hundreds of high quality civil service engineers and technical assistants who perform vital functions as members of the United States Coast Guard team.

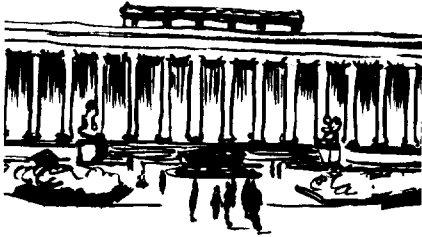
Thus, the business administration of each Treasury bureau demands alert and progressive young men and women for careers in personnel management, organization and methods, budget and general administration.

Keeping this vast machine running efficiently and smoothly is Art Weatherbee's job. A look at his background can answer some of the reasons why. His academic record as a student in the University of Maine—from which he was graduated with honors in 1939—shows a strong interest in government administration. He was valedictorian of his class, a member of Phi Beta Kappa, and was a nominee of the University for a Rhodes Scholarship.

In his 20 years with the Federal Government he literally rose from the bottom to the top of the career ladder. He began work in one of the early intern programs sponsored by the National Institute of Public Affairs, followed by a succession of

(Continued from Page 28)
 progressively responsible positions in the Federal Government with the Farm Credit Administration, the National Labor Relations Board, the United States Navy and the War Assets Administration. In the State Department he became Deputy Director of Personnel; in the Post Office Department he served as Assistant Postmaster General; he was appointed to his present post in the Treasury in 1959.

In each of these major agencies he gained valuable insight into the major personnel and management systems in the Federal Government, and contributed a number of innovations in



(Continued from Page 29)

In subsequent years, he served as Deputy U. S. Special Representative for economic aid programs in Europe with the rank of Ambassador; as Associate Deputy Director for the Mutual Security Agency; as Economic Coordinator in Korea, where his exceptional performance earned him the Agency's Distinguished Public Service Award; and as Coordinator for the President's Committee on the study of the U. S. Military Assistance Program, for which he received his second Distinguished Public Service Award.

He also holds the Army's Distinguished Service Medal and the Medal of Freedom, and in 1961 he was honored by his alma mater,

procedures and improvements in management. His knowledge of the working mechanism of our government is prodigious. He is a strong believer in the delegation of authority to qualified personnel, but he demands effective reporting, inspection and follow-up on the part of his subordinates.

"Art" Weatherbee's work won personal praise from President Johnson himself, when the President learned that the Treasury's management improvement program since 1959 had resulted in savings of more than \$100 million.

Assistant Secretary Weatherbee is a dedicated supporter of the merit system and understands the value of public service both to the public itself and to the individual who performs the service. He has no hesitation in urging public-spirited young men and women to enter the federal service. He is a firm believer in his conviction that the greatest resource of Government consists of the individuals who serve it.

Princeton University, by the award of the Woodrow Wilson Prize in recognition of his contribution as an alumnus to the public service.

Today he continues his service working with senior officials of the Agency for International Development and the distinguished members of the President's General Advisory Committee in their continuing examination of American economic and military assistance programs.

No employee of the U. S. Government has given longer or more faithful service to the U. S. economic assistance program. None is more deserving of the honor which the award of the National Civil Service League bestows.



SCANDAL. CRIME. CORRUPTION. HORROR. These are supposed to be the grist of the news. But good news makes good headlines, too, and the National Civil Service League has proved it again. On May 19, 1965, the League conferred its coveted Career Service Awards on ten career civil servants, honoring them for outstanding contributions to excellence and efficiency in government. These ten were not merely good, they were the best. And they proved the depth and quality of the career public service in our nation—a service which makes up fifteen percent of the nation's work force.

THEY MADE THE NEWS because they exemplify the best in our society in devotion, skill and accomplishment. The occasion made the news, too. The President received and commended each at the White House, and honored the League for honoring them. Over a thousand persons feted them—including top officials of the Cabinet, the Congress, business and the professions. Press, TV and radio carried their story worldwide, as the samples above show.

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1965

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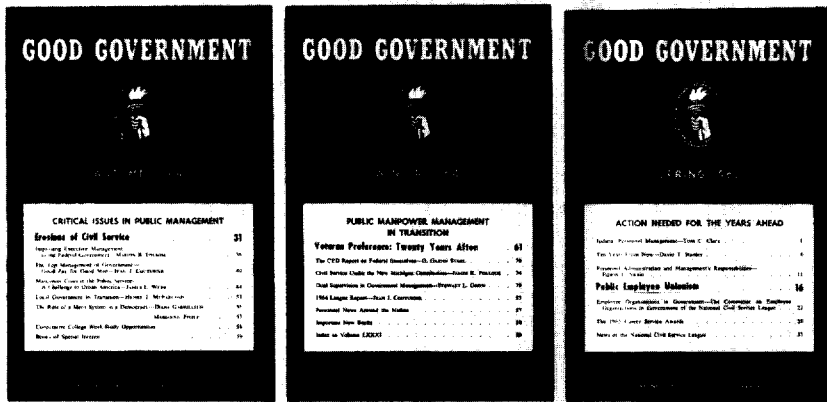
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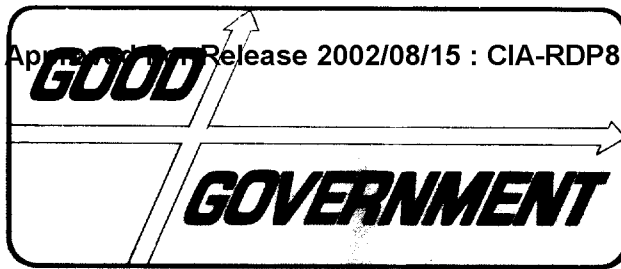
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