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### PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

  
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## WHERE DO WE GO FROM HERE?

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FOR MANY YEARS, IT HAS BEEN PART OF MY JOB to recommend men for employment or promotion, and seldom have the rejected men been told the real reasons for their rejection. Sometimes, we simply lacked the opportunity or the leisure to provide details. Sometimes, we thought it was not our business to offer a man a catalogue of his liabilities. But more often, we didn't know how to be frank without creating fruitless embarrassment for everybody involved in a decision which was already irrevocable. What a man's best friends would find it hard to tell him was even harder for us who were only acquaintances. So we did not tell him.

It is improbable that our own experience is unique, and in everything from industry to education we are needlessly destroying the sources of potential leadership. If a man knows where he has failed, there is a good chance for him to deal constructively with his failure. But if even his best friends won't tell him where he is falling short, he is likely to wear himself out in nothing but the reproduction of his weakness or the repetition of his blunders. And the damage is not confined to himself: It affects both the particular organization he serves and the total social structure.

There are innumerable *symptoms* of failure in executive leadership, but the more I have studied men who have failed, the more I have become convinced that most of the symptoms can be traced to four basic *causes*. They are presented here as mirrors. If the troubled executive looks in the glass and finds a few smudges on his face, at least he will know where to start washing.

The first major cause of ineffectiveness in executive leadership is nothing more than *lack of drive*. There is a deficiency of energy and vigor in the man. He has no push—no thrust, no punch, no kick.

This is not to say that there are no dangers in the opposite of sluggishness. A modern

novelist has one of his characters remark, "I wish, Sezley, that you wouldn't come into a room like the squirt of a siphon," and any office with a Sezley wants to get rid of him. But it is usually easier "to tame a fanatic than put life in a corpse," and more executives fail as corpses than as fanatics. They don't strike out because they swing and miss; they strike out because they don't swing. They don't blow up; they fizzle out.

I used to think that we could close the books on such a man with the epitaph that he was lazy, but considerable experience with failures of this kind has forced the conclusion that a better word would be "preoccupied." Knowing what has happened to him, or not knowing, the lethargic executive has become the prisoner of something so much more powerful than the motivations of his work that however hard he struggles to put his full mind on his job, he always fights a losing battle.

The nature of his "preoccupation" may be physical—a long-continued lack of adequate sleep which makes sheer wakefulness a burden, or a low-grade infection from which he does not even know he suffers. It may be connected with his domestic situation—hopeless incompatibility with his wife or persistent delinquency on the part of his children. Or it may have to do with his own emotional condition—a personal insecurity which demands all his energy to keep him from slipping backward and provides no reserve for moving forward, or such disillusionment about life itself that it no longer seems worth the living.

But if my own experience is to be trusted, the executive who lacks drive usually lacks it because he has lost the professional reason for driving. He has been distracted from effec-

tiveness by the apparent insignificance of being effective. He works because he has to work. How else could he eat, or how else support his family? But he does not do his job well because he has no real interest in doing it at all.

He may have fallen into the wrong profession: Being in business, perhaps he ought to be in education, or being a manufacturer, perhaps he ought to be a salesman. Or he may be on the wrong level of his profession: Accident or influence has lifted him too high and he is lost in the midst of responsibilities for which he has no competence, or a similar accident or influence has denied a talented man the chance to use his talents, and he feels like an ocean liner confined to the harbor or like an airplane forbidden to fly. Or he may be in the right position but still unawakened to his significance and opportunity: He does not see the relevance of his particular job to the total operation of the institution, or the institution itself seems irrelevant to the larger needs of the times.

Whatever the origin of the preoccupation, the executive who finds himself thus distracted is essentially a split personality. His body is in one place and his mind in another, and the advice not infrequently given him is more precise than it seems: He needs to "pull himself together." Either in his present work or in another job more suited to his peculiar capacities, he needs to clear the decks of his distractions and put the whole of himself behind an undertaking that offers a challenge to his brawn and his brain.

The second principal reason for the failure of executives whom I have known is a deficiency of imagination. They have no skill in foreseeing the unachieved. They are better followers than leaders and, confronted with the question "Where do we go from here?" they cannot tell, but only wait to be told. Their expertness is limited to the analysis of events which have already happened. The area of their competence is always behind them, and they do not march into a problem—they back into it.

To be sure, many an executive has too much imagination. He imagines that he has far greater qualification for the presidency of his organization than the president himself—which may be true, but more often is not. Or he imagines that his work will get done with no work of his own—which, if accurate, proves nothing but the fact that he is a dispensable luxury on the roster of the institution. Or he imagines that everybody else in the office is coveting his job, or spreading gossip about his wife, or carrying tales about him to the boss—which is eloquent testimony that he cannot keep his mind on the work he is supposed to be doing.

But for every executive with too much imagination there are 10 with too little. The executive function is inescapably bifurcated. On the one hand, its purpose is to execute policy already determined; but on the other hand, its purpose is to determine policy worth executing. Even when the movement of an organization is in a fixed direction, imagination has a large place in the role of the executive. A straight line is not always the shortest distance between two points, and if progress depends on an end run, it is an unfortunate institution whose officers can think of nothing but charging down the center. However, it is in the second aspect of effective leadership that the lack of dependable imagination accounts for most of the breakdowns in executive efficiency.

When the untried has to be tried, it is important that it be tried with success, if possible, and in any event without catastrophe. But the essence of the unexplored is that no one has ever explored it, and one of the principal justifications for the job the executive holds is the assumed capacity of its holder to complete the exploration in fiction before he undertakes it in fact. And it is precisely at this point that incompetence most frequently reveals itself. The leader fails in his leading because he did not expect the unexpected. He should have foreseen the inaptitude of his staff to handle the new responsibilities, but he did not. He should have fore-

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seen the imminent collapse of the market on which his whole program was based, but he did not. The reaction of competitive organizations, the effect on the corporate image, the response of the stockholders and the general public—all these he should have foreseen but did not. And he runs his ship aground, not because he did not do his best to avoid the rocks as soon as he saw them, but because he should have been aware of their existence without the need to see them.

Any organization which keeps its top executives sufficiently free from routine responsibilities to have leisure for constructive idleness is indulging either in the deepest folly or in the highest wisdom. If it has not misjudged its personnel, the unhurried use of the executives' imagination will be the shrewdest investment the company could make; but discovering that it has overestimated the caliber of its officers, it is not likely to be fooled a second time. Even their best friends will not tell the stalled officers why they never climbed any higher, but if they had any imagination, they would not need to be told.

The third basic cause for failure in leadership is the most frequent of all: *lack of common sense*.

This claim of exceptional frequency is not made lightly, and the suspicion that such an elementary deficiency could lie at the bottom of so much executive disaster was as incredible to me as it is to most of its victims. However, after a careful study of our own records and after innumerable conferences with the placement officers of other institutions, I am left with no alternative to the conclusion that the largest proportion of executive failure has no connection with the specific qualification of the executives *as executives*. Rather, it stems from an insufficiency of that perception and judgment which are inescapable ingredients of any satisfactory human relationship.

But let me be specific. With only the identifiable references removed, here are quotations from the files of personnel officers ex-

plaining their reasons for discharging or failing to promote an executive.

"He's always putting his foot in it. . . ."

"He has never really grown up. He is not a mature person, and he does not know the meaning of tact or even courtesy. . . ."

"He tried to turn the place upside down the week after he got here. He fired the shop foreman, and he warned everybody else that they had better toe the line if they didn't want the same treatment. . . ."

"You never see him in the office without a cigarette dangling from his mouth. He looks unshaven, unwashed and unpressed. As a representative of the company, he leaves much to be desired. . . ."

"He cannot keep his mouth shut. Five minutes after a conference every secretary in the office knows what was discussed. . . ."

"He is a procrastinator. The local tradesmen complain that he does not pay his bills, and here in the office he does not answer his letters or keep his appointments. . . ."

"The man has never learned that while it is always right to be truthful, it is not always right to *speak* the truth. . . ."

"He takes command of every meeting, and he cannot tolerate disagreement with what he says. . . ."

"Apparently he considers himself to be a ladies' man. He spends a great deal of time flirting with the secretaries, and he shows no discretion in telling off-color stories. The psychiatric report indicates that he is trying to prove his own manhood. . . ."

"He takes himself far too seriously. He does not have any sense of humor. . . ."

\* \* \*

"There is no reason to believe that he is strictly an alcoholic, but his lack of restraint in drinking is a matter of common knowledge and comment. . . ."

Accusations of this nature are hard to classify. Some are matters of personal habit, others of simple discretion and still others of

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sensitivity in human relationships. Many people would say that few of them have immediate pertinence to the products which a company manufactures or the services which an organization renders, and among the many would probably be numbered the executives from whose dossiers I have quoted. But this serves only to prove the point that what a man does not know and his friends will not tell him can still do him much damage; for the fact remains that in the multitude of records that have passed through my hands it has been the lack of common sense which has represented the largest single item in the case against an unwanted officer.

The fourth of the most prevalent sources of weakness in executives is *inability to communicate*. It has been said of Senator Everett M. Dirksen, "He is one of the very few men in the Senate who actually make votes when they speak on an important issue." Whether by speaking or by writing, it is one of the principal tasks of a leader so to communicate his convictions that others will follow, and again and again the file of a discharged officer could be summarized in the judgment that he could not get his ideas across to other people.

The failure to communicate has many facets, but the following are most frequently mentioned:

1. He has nothing to say, but he insists on going through the motions of saying it \* \* \*.
2. He does not treat the subject of his communication with its merited importance. He gives the impression that he is trying to sell a bill of goods on which he is not really sold himself.
3. He has not got to the heart of what he wants to say or write. His material is disorganized. He has a dozen ideas but no point; he has all the parts of the puzzle, but he has not taken the time to put them together. So he lands hard on the inconsequentials, and slides over the significant issues with no awareness of their meaning.
4. He has not become familiar with his audience or his correspondents. Counting

himself too busy to be sure of his target, he shoots blind, and if he hits anything, it is only by accident. It has been said that you can never persuade anybody of anything "unless you first recognize the truth in the position which he holds and admit it, or, if possible, strongly assert it." But many executives fail in their effort to communicate because knowing nothing of the position held by those to whom they are speaking or writing, they spend most of their time answering questions which no one has asked.

5. He cannot express his ideas with clarity and precision. Presumably, no executive makes a speech or writes a letter unless he wants what he has said or written to be understood, but the records of innumerable failures in leadership are crowded with speeches made and letters written as if they had no other purpose than to be incomprehensible. In fact, any officer who has reason to question his own performance in this area could do worse than study two communiques about air raid precautions, the first written by an aide to President Franklin D. Roosevelt, and the second written by Roosevelt himself.

The aide's memorandum read: "Such preparations shall be made as will completely obscure all Federal buildings occupied by the Federal Government during an air raid for any period of time from visibility by reason of internal or external illumination. Such obscuration may be obtained either by blackout construction or by termination of illumination. This will, of course, require that in building areas in which production must continue during the blackout, construction must be provided that internal illumination may continue. Other areas may be obscured by terminating the illumination."

A mildly exasperated Roosevelt suggested this revision: "Tell them that in buildings where they have to keep the work going, they should put something across the window. In buildings where they can afford to let the work stop for a while, they should turn out the lights."

## FEDERAL EMPLOYEES' COMPENSATION ACT

How familiar are you with the provisions of the Federal Employees' Compensation Act? Do you know how to report job injuries and secure medical care and compensation? What protection does your family have if you die in the performance of duty? Are you aware that all compensation payments are tax free? We believe that relatively few employees can answer these and similar questions, yet FECA coverage is one of the more significant benefits available to Federal employees. It is certainly in the best interests of all employees to become familiar with at least the basic features of the act so as to be better informed about this important entitlement. Detailed information regarding FECA, which is administered by the Bureau of Employees' Compensation, may be obtained from your personnel officer or the Office of Personnel. All we are hoping to accomplish here is to make you conscious of FECA coverage and to cover in some detail the Bureau's reporting requirements.

The FECA is workmen's compensation, a term familiar to most workers, which covers personal work injuries, diseases, and death that are proximately caused by the employment. Among the many FECA benefits are:

1. Payment for medical services and supplies, regardless of whether the injury resulted in loss of worktime;
2. Payment of the cost of travel incident to obtaining treatment;
3. Compensation for loss of salary based upon time lost from employment;
4. Compensation for loss of wage-earning capacity based upon the nature or degree of disability;
5. Scheduled awards based on specific disabilities or disfigurements;
6. Allowance for vocational rehabilitation of permanently disabled persons;
7. Death benefits based on the employee's monthly pay and the number and relationship of his dependents;

8. Allowance for the services of an attendant for totally disabled persons; and

9. Allowance for funeral expenses.

Compensation for time lost and salary payments cannot be received for the same period. An employee has the option of claiming compensation for time lost from duty or of charging his absence to accrued sick or annual leave. Sick and annual leave are paid for at the employee's regular salary rate. Compensation payments are limited to 66⅔ percent of base salary if the employee has no dependents and is increased to 75 percent if there are dependents. The maximum payment is \$525 a month which is tax free like all compensation paid by the Bureau.

If compensation is received for time lost from duty during any period of disability, the employee will be placed in a leave-without-pay status during the period covered by such claim whether or not he has sick or annual leave to his credit.

If sick or annual leave is used initially, compensation for time lost may be claimed upon termination of such leave.

Employees are not entitled to compensation for time lost from duty for the first three days of temporary disability unless the period of disability exceeds 21 days or unless the temporary disability becomes permanent.

If a claim is approved, the employee is eligible for benefits for the remainder of his life for the approved disability regardless of whether he separates from the Federal service. Award of these various benefits, however, is contingent upon compliance with the Bureau's rules and regulations. Supervisors in particular should know these rules and regulations, copies of which are available from the Office of Personnel, and be prepared to advise an injured worker of the procedure to follow in securing benefits.

One of the most significant benefits mentioned above is the coverage afforded to the dependents of an employee who dies in the performance of duty. For example, if a man is killed in performance of duty leaving a



widow only, she is entitled to 45 percent of his gross pay at the time of death, not to exceed \$525 per month, for the rest of her life or until remarriage. In the cases of young widows who live the normal life span, this benefit could amount overall to \$150,000 to \$200,000; and remember all FECA benefits are tax free. In the case of a widow or dependent widower with unmarried children under age 18 or incapable of self-support, the payment is at the rate of 40 percent of the deceased employee's gross pay plus 15 percent for each child, not to exceed a total of 75 percent and a dollar maximum of \$525 per month tax free. Orphan children are provided for at the rate of 35 percent for one child and 15 percent for each additional child, with the 75 percent and \$525 a month maximums. Under certain circumstances the act also provides for dependent parents.

To comply with the Bureau's initial report requirements, the injured employee (or someone on his behalf) should file Form CA-1, Employee's Notice of Injury, within 48 hours or as soon after the injury as practicable. The filing of this form is of vital importance and it should be completed even if the injury does not appear to be serious at the time. Filing the Form CA-1 will satisfy the Bureau's requirements, will be a permanent record of the occurrence, and may be the basis for claiming benefits at some future date if there should be some unforeseen worsening or recurrence of the injury. By all means, complete the Form CA-1 in the event of work-injury and protect your rights.

Supervisors should secure signed statements from witnesses to the occurrence and forward these with the employee's Form CA-1 to the Office of Personnel. Supervisors have a more active role in those cases where the employee's injury is likely to result in a medical charge or results in disability for work beyond the workday or has some other serious effect; i.e., prolonged treatment, future disability or any permanent disability, including total or partial loss, or loss of use, of a member of the body, or serious disfigurement of the face. In

these instances, the supervisor should complete Form CA-2, Official Superior's Report of Injury, and submit it to the Office of Personnel with the employee's Form CA-1 and as much information as he can obtain of the circumstances surrounding the injury. If the employee's disability is not likely to exceed three days, the submission of these documents to the Office of Personnel may be withheld until the employee has returned to duty. The employee should submit Form CA-4 (and Form CA-4a if he has at least one dependent) within 60 days after the injury if he wishes to claim compensation. In death cases Form CA-5, Beneficiary's Claim for Compensation on Account of Death, must be filed by qualifying survivor within one year after death. All possible assistance is given by the Office of Personnel to the survivor in developing a claim.

As you can see, FECA benefits are not automatic; rather, they must be applied for in accordance with a specified procedure. Informed supervisors can be of valuable assistance to their employees in securing these benefits, and the employee himself and his family, aware of the nature and extent of benefits, may be spared some anxious moments of concern in the event of disabling injury or death.

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### MOVING DAY! !

The Government spends thousands of dollars each year shipping and storing household effects which are no longer serviceable and practically useless to the employee.

Put yourself to the test. Take a good look at the items in your home. Would you pay the bill to ship them or store them? If not, dispose of them. Such things as excess furniture and accumulated "items" which have little useful value are just as costly to ship and store as the valuable articles. Think about this! Look around!! Get rid of those useless items and save Uncle Sam those unnecessary shipment and storage expenses.

## ALIEN CHILD ADOPTION PROCEDURES

My wife and I would like to adopt an orphan while we are abroad. How do we go about this? Would the child need an immigration quota number? May we adopt more than one orphan? The following information will answer these questions and should save those who contemplate adopting alien children time and expense.

### ELIGIBLE ORPHAN

A United States citizen and spouse who wish to bring to the United States an "eligible orphan" adopted abroad or to be adopted in the United States must file with the Immigration and Naturalization Service Form 1-600, Petition to Classify Alien as an Eligible Orphan. The forms are available from U.S. Consulates and Immigration and Naturalization Service offices. The petition must establish that the petitioners will care for the orphan if he is admitted to the United States and, if he has not been adopted abroad, that they will adopt him in the United States; also, that the preadoption requirements, if any, of the State of the orphan's proposed residence have been met.

The petition (Form 1-600) to classify the alien as an eligible orphan for issuance of a nonquota visa must be filed by a married U.S. citizen. It is not required that the petitioner's spouse be a U.S. citizen. If the petition is approved, the orphan will be classified as a nonquota immigrant and need not be placed on a quota waiting list before issuance of an immigrant visa.

The petition may not be filed until the orphan's identity is known. However, where a U.S. citizen and spouse plan to select a child abroad for adoption and so notify the Immigration and Naturalization Service, that Service, upon request, will initiate processing so that when the child is selected much of the processing will have been completed, making it possible to render a decision on the petition more expeditiously.

An "eligible orphan" means an alien child who is under the age of fourteen at the time the visa petition is filed and who is an orphan

because of the death, abandonment, separation or disappearance of one or both parents. If there is one parent remaining, such parent must be incapable of providing for the orphan and must have irrevocably released, in writing, the child for emigration and adoption. In addition, the orphan must have been adopted by a U.S. citizen and spouse, or must be coming to the United States for adoption by a U.S. citizen and spouse.

If the orphan was adopted abroad it must be established that the petitioner and spouse personally saw and observed the child before or during the adoption proceedings. If such is not the case, then the petitioner and spouse must submit a statement from an appropriate official in the State where the child will reside that readoption can be accomplished in that State for the described child.

**PETITION PROCEDURES:** The petition (Form 1-600) should be submitted to a U.S. Immigration and Naturalization Service Officer or to a U.S. Consular Officer for forwarding to the Immigration Service. The petition must be supported by the following documents:

*Proof of Petitioner's U.S. Citizenship:* Birth Certificate, Baptismal Certificate, or, if certificates unavailable, affidavits of two U.S. citizens who have personal knowledge of the petitioner's birth. If citizenship was acquired by naturalization or derived through citizenship of the parents, evidence of citizenship is necessary. (*Do not* photostat or otherwise reproduce copies of Naturalization Certificate or Certificate of Citizenship through parent.)

*Proof of Marriage:* Certificate of Marriage or authenticated copy and proof of termination of any prior marriages (divorce decree, death certificate) of petitioner and spouse.

*Proof of Age of Orphan:* Certificate of orphan's birth if obtainable; if not, explanation with best available evidence of age or birth date.

*Evidence of Ability to Support and Care for Orphan:* This may consist of financial statement (estimate of net worth), copy of

income tax returns, bank statements, letter from employer stating annual salary. Necessary also is the number of other people who are dependent on petitioner for support.

*Proof of Adoption:* Adoption decree or certified copy from competent authorities that the orphan has been adopted. If adoption papers are in other than the English language, a certified copy of the translation must be attached.

*Statement from Remaining Parent:* If there is one parent, a statement from that parent that he or she is incapable of providing for the orphan's care and the reason therefor, and that he or she is irrevocably releasing the orphan for emigration and adoption.

*Evidence of Residence Requirements:* Evidence that preadoption requirements, if any, of the State of the orphan's proposed residence have been met, if the child is to be adopted in the United States.

*Fingerprint Chart:* Fingerprint charts of the petitioner and spouse on Form FD-258.

A petitioner and spouse may not bring more than two eligible orphans to the United States, unless necessary to prevent separation of brothers and sisters.

A separate petition (Form 1-600) must be submitted for each orphan and a ten dollar fee must accompany the petition. The petition must be executed under oath.

#### CHILD IN LEGAL CUSTODY FOR TWO YEARS

If a child is legally adopted abroad while under the age of fourteen (whether or not the child is an orphan) and has resided with the adoptive parents for at least two years, the child may be admitted to the United States as a nonquota immigrant provided he has not reached his twenty-first birthday and is not married.

In such cases the procedures applicable to "eligible orphans" do not apply. Form 1-600 is not necessary; instead Immigration Form 1-130, Petition to Classify Status of Alien Relative for Issuance of Immigrant Visa, is submitted. This form may also be obtained at U.S. Consulates.

The required supporting documents for Form 1-130 are proof of the U.S. citizenship by the petitioner and evidence of adoption and custody of the child for two years. This petition should be submitted to an Immigration and Naturalization Service Officer abroad or the nearest U.S. Consulate with a ten dollar fee.

#### CHILD FROM NONQUOTA COUNTRY

If the immigration quota for the child's country of birth is current or the child is classified as a nonquota immigrant by birth in a Western Hemisphere country, it is not necessary that the alien minor meet the requirements of either an eligible orphan or a child in legal custody for two years. In fact, an unmarried person may sponsor such alien minor into the United States. Under these circumstances a Form FS-510, Application for Immigrant Visa and Alien Registration, is submitted by the adoptive parent or parents to the U.S. Consular Officer.

Before the visa for the child is issued the U.S. Consular Office will require evidence of adoption and evidence that the petitioner will properly care and provide for the child.

#### ASSISTANCE FROM SOCIAL AGENCIES

Assistance in connection with adoption of orphans may be obtained from the following agencies:

American Branch of International Social Services, Inc.  
345 East 46th Street, New York 17, New York  
Catholic Committee for Refugees  
National Catholic Welfare Conference  
265 West 14th Street, New York 11, New York  
Church World Service, Inc.  
215 Fourth Avenue, New York 3, New York  
United HIAS Services, Inc.  
425 Lafayette Street, New York 3, New York  
Greek Archdiocese of North and South America  
10 East 79th Street, New York 21, New York

#### REMEMBER

that all forms and supporting documents, as required, should be obtained and submitted to a U.S. Immigration Service Officer or to a U.S. Consular Officer before the actual adoption of a child is initiated in a foreign country.

## YOUR CHILD'S PROOF OF UNITED STATES CITIZENSHIP

(The following article is based on an Army publication. Although this subject has been covered in previous issues of the *Support Bulletin* we print another article on the subject because of its importance to many of our employees.)

A recent high school graduate, whose parents are both deceased, seeks admission to the United States Military Academy at West Point. Unable to present proof of United States citizenship, he is faced with the difficult problem of proving his status.

A young college man applies for a critical job that must be filled immediately. Unable to substantiate his status as a United States citizen without extensive documentation and investigation, he loses the opportunity to obtain the position.

A young woman, after making arrangements for an early sailing to Europe, applies for a passport. Finding that a question as to her citizenship exists, she misses her sailing date.

What do all these people have in common? They are all children born overseas of American parents. Their births were recorded with the United States Consulate, yet their citizenship status is in question. These problems could have been avoided had the parents, or the children themselves, obtained a Certificate of Citizenship upon returning to the United States. This document, issued by the Immigration and Naturalization Service, is a conclusive determination of a person's citizenship status.

Children born overseas obtain citizenship by derivation, where both parents are U.S. citizens or where one parent is a citizen and the other a foreign national. Where both parents are citizens, one of them must have had a residence in the United States or its outlying possessions before the birth of the child. In cases where one parent is an alien,

the citizen parent must have been physically present in the United States or its outlying possessions for not less than ten years, at least five of which were after attaining the age of fourteen. Periods of honorable service in the Armed Forces may be included in computing this ten-year physical presence requirement.

Children born to one alien and one citizen parent are required to be continually present physically in the United States for at least five years between the ages of 14 and 28 to retain U.S. citizenship, except for absences of less than 12 months in the aggregate. The five-year residence is not required if the alien parent obtains U.S. citizenship while the child is under 16 years of age.

To avoid having your child's citizenship questioned, parents should record the birth of their child as soon as possible after birth to the nearest U.S. Consulate by completing Department of State Form FS-240, Report of Birth Abroad of a Citizen of the United States of America, commonly referred to as Consular Report of Birth. A copy of the report is returned to the parents upon request and a payment of the fee of \$1.50. The original is forwarded to the Department of State in Washington.

At the same time parents should request the U.S. Consulate to furnish them a Form FS-545, Certificate of Birth, a shortened version of the Consular Report of Birth. This form will prove especially useful when children seek to establish birth facts for school entry, work permits, etc., but it does not replace the Consular Report of Birth, nor is it considered proof of U.S. citizenship.

The Consular Report of Birth is considered a basic citizenship document by the Department of State and is accepted as such by many other governmental and non-governmental agencies. However, it cannot be considered as a conclusive finding of citizenship, since there is no statutory basis providing for the Consular Report of Birth as proof of citizenship. The Immigration and Naturalization Service determines whether or not a person is a U.S. citizen.

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To obviate the necessity of producing other detailed documentation every time citizenship is questioned, Congress has made available, through the Immigration and Nationality Act of 1952, the Certificate of Citizenship. This certificate contains a conclusive finding that the petitioner is a U.S. citizen, settling this sensitive question once and for all. Parents should make application for the Certificate of Citizenship to the nearest office of the Immigration and Naturalization Service on INS Form N-600 after return to the United States. The fee is \$5. All documents bearing on the citizenship of the child should be submitted with the application.

Remember that the Consular Report of Birth is not conclusive proof of U.S. citizenship and can be questioned at any time, whereas the Certificate of Citizenship, once issued, is conclusive proof of citizenship and can only be challenged for fraud or other illegality. Although possession of a Certificate of Citizenship is not mandatory, it will avoid a great deal of difficulty in later years should citizenship ever be questioned. Parents of children born overseas are urged to obtain Certificates of Citizenship for them immediately upon return to the United States.

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### SUPERVISOR, KEY TO GOOD IDEAS

The current emphasis on encouraging economy and improvement ideas by employees puts the supervisor directly in the spotlight. His is the important job of giving employees the needed encouragement, of inspiring cooperative, constructive thinking by the people for whose work he is responsible. You as a supervisor can use the Suggestion Awards Program to inspire this kind of thinking.

An example: one supervisor encouraged an employee to send in, through very secure channels, a report of a most sensitive achievement for award consideration. By his own initiative, this employee had introduced a sig-

nificant improvement to the security of the Nation. His supervisor not only endorsed the technique, but saw to it that it was adopted and used.

It is important to note that exceedingly sensitive proposals *can* be considered for awards. In such situations appropriate security clearances are obtained for a very small, selected ad hoc panel to consider the proposal. The Operating Officials concerned are asked for their opinions on the value of the contribution and an award is authorized.

In this instance, the suggester received a \$7,500 award at a most impressive, but very private, ceremony.

How do *you* get the individual members of *your* team to step up with their work-improvement ideas?

First, show your people that you are receptive to their ideas. Just let that much get around your unit and the results will please you. You'll find that many employees will respond to a question like, "Have you taken a good look at your job recently from the standpoint of coming up with ideas to improve it? I'd be glad to help in any way I can."

In addition, when you hear an employee remark about something being a waste of time, encourage him to talk about it—encourage him to think of possible improvements and to propose a better way.

Second, show your people that no procedure or practice is sacred and that any worthwhile improvement they suggest will be accepted.

Each of us has a built-in traffic light in our mind. Our normal reaction when presented with a new idea is to turn on the red light.

Turning the green light on when presented with an employee idea is one of the most important things you can do to get employees involved in improving the way things are done in your unit. It is only by listening to and looking for the good in a proposed change that anything worthwhile can be accomplished.

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## THE JOHN F. KENNEDY MEMORIAL LIBRARY

On President Kennedy's birthday, May 29, President Johnson launched a Government-wide campaign for the John F. Kennedy Memorial Library. The campaign gave individual Federal employees an opportunity to support the establishment of the library proposed as a national memorial to our late President. The Organization participated in the campaign, and employees in headquarters and in the domestic field contributed over \$7,000. As of the last of July \$1,500,000 had been received from all Government contributors.

The library will be built in Boston on a site donated by Harvard University and selected by President Kennedy just eight weeks before his death. He had intended to make his office there. He hoped to use his experience to help train and educate young people, both from America and abroad, who wanted to serve their countries and the world. It is the wish of President Kennedy's family and friends that the spirit of his plans be fulfilled. Once the library is built by public subscription it will be transferred to the United States Government which will thereafter assume responsibility for its maintenance and operation. The cost of the project is estimated at \$10,000,000.

It is envisioned that the library will have three components; namely, a museum, an archive, and an institute.

The museum will house the many mementos associated with President Kennedy, such as his rocking chair, a handwritten draft of his Inaugural Address, the gifts he received from 171 heads of state, and the coconut shell he used in World War II to send word that he and the crew of P.T. 109 were alive.

The archive, which will be used primarily by scholars and researchers, will contain President Kennedy's personal papers and copies of public records pertinent to his administration. Unique in historical records, the archive will also have tape recordings to be made by high Government officials, other

public leaders, and personal friends on their recollection of significant discussions with him.

The central purpose of the institution will be the education of the young of all nationalities in the understanding and practice of democratic political life. It will also try to bring together the world of ideas and the world of public affairs. Scholarships, research, lectures, seminars, and public programs will bring to the institute people from all corners of the world.

Organization employees overseas who have not had an opportunity to contribute and who would like to make a gift to the nation's memorial may send their individual contributions directly to the John F. Kennedy Library, Inc., P.O. Box 2500, Boston, Massachusetts 02107.

## ARCH: AIRLINE BAGGAGE RECOVERY CLEARING HOUSE

A new system has been established by the domestic scheduled airlines to facilitate the speedy recovery of lost luggage. Airline Baggage Recovery Clearing House (ARCH) started operation on 1 June. All U.S. domestic trunklines and most local service carriers are participating.

The basic purpose of ARCH is to provide a central clearing house which will enable the lost and found departments of all participating carriers to exchange information on misdirected baggage which cannot be located within a reasonable time. In essence, it will accomplish the same job the airlines were doing, but will do it with greater speed and reduced workload for the individual participant, plus increased efficiency and flexibility.

It is anticipated that ARCH will be successful approximately 80 percent of the time and will require a minimum of 30 minutes and a maximum of 24 hours to locate a lost bag.

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### CENTRAL TRAVEL BRANCH

A centralized system for processing staff employee travel vouchers has recently been instituted at headquarters. All travel vouchers submitted by staff employees are now audited and certified by one organizational unit, the Central Travel Branch.

Staff employees returning PCS from overseas who will be submitting travel vouchers to headquarters will be referred to the Central Travel Branch, as part of their in-processing procedure, for assistance in the preparation and settlement of their vouchers. Faster service can be provided to such employees if they have with them, when they initially check in, adequate records concerning (1) their travel itinerary, including departure and arrival times; (2) cost of transportation tickets; (3) other reimbursable expenses not covered by per diem; and (4) advances drawn for the PCS return to headquarters. They should also have their transportation ticket stubs and receipts for expenditures over \$15.

Principal benefits expected from this consolidation of functions are:

- (1) a central location from which staff employees may obtain advice and assistance on technical questions relating to travel claims,
- (2) faster service,
- (3) more uniformity in the audit process, and
- (4) a reduction in the number of employees at headquarters directly engaged in preparing and processing travel vouchers.

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## PAPERWORK: GOOD SOURCE OF IMPROVEMENT IDEAS

If you work with records, reports, correspondence, or forms you are in an excellent position to suggest ways to reduce paperwork costs.

Here are some hints on what to look for to get started on the road to an award-winning, paperwork-improvement idea:

### LOOK AT RECORDKEEPING.

Is there unneeded duplication of effort in keeping files and records?

Would there be any worthwhile advantage from a physical rearrangement of the files?

Are there feasible improvements in the records disposal schedule that will eliminate out-of-date material?

### LOOK AT REPORTS.

Is the report necessary, or are there adequate substitutes?

Is information in the report unnecessarily detailed, too lengthy, difficult to compile?

Can the information be reported once a year rather than weekly, quarterly, or semi-annually?

### LOOK AT PROCEDURES.

Can two or more operations be combined or eliminated?

How could the routing of incoming and outgoing material be improved?

Could a machine do the work faster, more economically, more accurately and would the cost of the machine be worthwhile?

### LOOK AT CORRESPONDENCE.

Would the use of a form letter instead of individually typed letters in reply to routine inquiries result in worthwhile savings?

How many carbon copies are really essential?

Are replies to correspondence lengthy, wordy, hard to understand? How can they be improved?

Can routine incoming mail be read and answered by someone other than a professional staff member?

### LOOK FOR IMPROVEMENT IN FORMS.

Is the form necessary?

Does the information overlap information on other forms? If so, would it be worthwhile to combine the different forms into a single form?

Can the form be used by other agencies, thereby expanding its usefulness?

Can forms be shortened or simplified so they will speed up the typing or make them more readable?

If you get the habit of looking for ways to improve your paperwork job, you will find ideas occurring to you—maybe not world-shaking ideas, but ideas that will increase productivity and reduce paperwork costs. Don't hesitate to suggest an "everyday" idea—the world-shakers are rare.

## THOUGHTS—

I often say of George Washington that he didn't write the Constitution—not a word of it—but he sat for it. It's his portrait. He just was a figure, but what a figure he was—one of the few in the whole history of the world that was not carried away by power. He could have been. It's something to think about.

—Robert Frost

It behooves every man who values liberty of conscience for himself, to resist invasions of it in the case of others. . . .

—Thomas Jefferson

Learning history is easy; learning its lessons seems almost impossibly difficult.

—Nicholas Bentley

If you are out to describe the truth, leave elegance to the tailor.

—Albert Einstein

A free society is a critical society. . . .

—John F. Kennedy

I sometimes think that the saving grace of America lies in the fact that the overwhelming majority of Americans are possessed of two great qualities—a sense of humor and a sense of proportion.

—Franklin Delano Roosevelt

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## THE FAN SYSTEM

Everyone is looking for a bargain. Get more for less. As activities increase and fund resources become tighter, the Congress, the Bureau of the Budget, and management ask more questions (and in greater depth) before granting approvals. For years, we have been attempting to satisfy these increasing demands for financial information without placing an undue burden on those maintaining the records. This approach has resulted in a compromise, a moderate increase in record-keeping workload and a sacrifice in management information.

The coding structure used through fiscal year 1964 was established about eight years ago under electrical accounting machine methods. At the time, the rigid structure (12 digits) was the most feasible available and had sufficient built-in flexibility to meet foreseen requirements. The last few years of increasing activities and growing budgets have created a demand for financial data that has exceeded the capability of the 12-digit structure. The offices began maintaining manual records to secure the additional financial data. This resulted in using manpower for recordkeeping that could be better used for other purposes.

Beginning with fiscal year 1965 we feel we actually have a financial information bargain. Through modern data processing equipment, management can get a greater variety in the reporting and analysis of financial data than heretofore possible. At the same time, those involved in processing the basic documents from which the financial data is obtained will be required to put less coding information on the document. The new Financial Analysis Number coding system is commonly called the FAN system. The eight-digit number being used is a machine address. The machine address consists of a fiscal year, fund, office, and organizational unit (or project) identifier. "Residing" at each address are the various management arrangements of basic data. These arrangements can be changed and

shuffled for reporting purposes without the necessity for changing addresses, similar to rearranging, disposing of, or acquiring new furniture in a house without the need to change the house number.

The success of our financial information bargain—improved data reporting—is dependent upon the basic data getting to the right address on time. Now you have only eight numbers rather than 12 to place on all 1965 financial documents (requisitions, purchase orders, travel orders, billings, etc.) passing through your office. Be sure the FAN number is recorded in the right order, otherwise the information will end up at the wrong address.

The old 12-digit numbers are required on any prior year (before 1965) document being processed; eventually they will disappear and only eight-digit numbers will be in use.

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## REMINDERS REGARDING REQUESTS FOR MATERIALS

The Office of Logistics is constantly endeavoring to improve its customer service. Many times, however, its efforts are hampered unwittingly by the customer who does not properly prepare his request for supplies or services. It is to those customers that the following reminders are directed:

1. Whether the request is submitted by memorandum, dispatch, cable, or on Form 88, limit the number of items on any single request to six, if possible. This reduces appreciably the amount of time required for processing, reproduction, distribution, order filling, packing, shipping, and follow-up.
2. Provide all of the available information regarding the item desired. Cite the stock number, if available. Give a com-

plete description of the item including dimensions, specifications, manufacturer, model number, catalog number and date, page number, electrical characteristics, and so forth, particularly if the item is of a technical or special-use nature. In an effort to provide timely service, a substitute item meeting all of the stated requirements of the order might be procured and shipped. If the item must be the one described and no other, annotate the request "NO SUBSTITUTION." This reminder for detailed information is given not in an attempt to avoid criticism but in the desire to provide the customer with the item he needs and with the kind of good service that he is entitled to expect. In short, provide any information you have. What seems unimportant or not applicable to the customer might be just the clue headquarters needs to completely identify the item.

3. Provide the date that the materiel is needed at its destination, recommended method of shipment, and directions regarding any special packing or handling that might be required.
4. Include the cost center account number of the component or project which is to bear the cost of the materiel.
5. If the item requested is under the cognizance of one of the technical offices of the Organization and technical representatives of those offices are at the requesting activity, consult them regarding the item and have them sign the request.

Most customers are aware of all of the above requirements; however, in the press of operations they are often overlooked. Taking a few minutes longer to carefully prepare a requisition might save days or even weeks in the delivery of the item. This timesaving, after all, is in the direct interest of the customer. It also affords the Office of Logistics more time to service more customers.

## THE 100 UNIVERSITIES PROGRAM

Throughout the month of October, the Organization will conduct its second running of "The 100 Universities Program," to acquaint key faculty members and administrative officials of the Nation's colleges and universities with the Organization's role in the Federal community and to identify the varied academic disciplines and professional skills that are needed in our career field.

During the week of 4-8 November 1963, 108 universities were included in a series of off-the-record presentations at informal dinner sessions in which some 2,000 university guests participated.

Twenty-two senior officials, representing the major components of the Organization, were guest speakers and, paired with one of our professional recruitment officers, fielded all questions from the floor. The off-the-record question-and-answer discussions generated by a straightforward presentation of our activity did much to make clear that the scope of our mission is wider than that popularly pictured by the press and other communications media. The discussions also brought into proper focus at the institutions visited the various fields of study that can lead to a career with us. Several of the meetings lasted after midnight.

Moreover, these meetings confirmed our worst fears that all too many academicians unthinkingly accept our derring-do reputation as constituting our total dimension. Under these circumstances, they would not be expected to encourage their better students to think of work with the Organization as anything but an adventure.

Last year's "100 Universities Program" corrected considerable misunderstanding in this respect and our 1963 faculty guests are now encouraging their better students to seriously consider what we have to offer career-wise.

It would be highly speculative, however, to suggest that the program's influence extended on any campus much beyond those faculty guests who gained new insight into our activities at first-hand. Other faculty members at the same institutions will have to be

reached, by and large, by continuation of the program year after year in both its recruitment and broader public relations aspect.

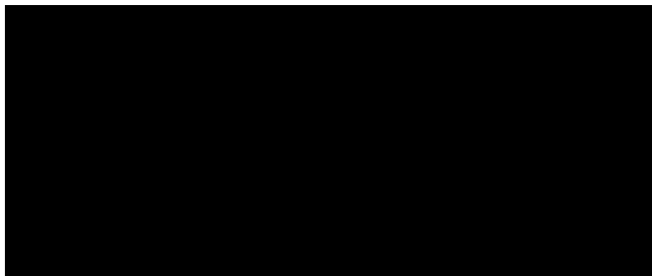
The success of last year's program might best be summarized in excerpts from the report of one of our senior officials:

Throughout the week I was impressed with the warm, sympathetic, interested response. I came away with the feeling that our acceptance by the educated public is much greater and more positive than one could have supposed from the virulence and frequency of attacks by the press. In particular I felt that we may have been too sensitive to certain repeated charges. This observation seemed all the more striking because it is in precisely such colleges that one would have expected to find some resonance to the charges in the press. Several of our guests left one dinner briefly to picket the campus speech of Governor Wallace of Alabama nearby, then returned to ask interested questions about the Organization.

With a somewhat reduced professional recruitment staff, seventeen teams will participate in this year's program and will include in their itineraries a number of smaller four-year liberal arts colleges which are not prime recruitment targets, but which are known to send a high percentage of their graduates on to graduate study.

On the purely public relations side of the coin, we mean, in any case, to cultivate the faculty of any institution that will entertain our invitation to describe the highly professional aspects of our mission. Thus far, not a single institution has turned us down.

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## LEGAL MATTERS

### EXPATRIATION OF NATURALIZED CITIZENS

On 18 May 1964 the United States Supreme Court held that the Immigration and Nationality Act of 1952 was unconstitutional as a discrimination against naturalized citizens which was so unjustifiable as to be violative of due process of law under the Fifth Amendment.

The decision was the result of a case of a German national by birth who acquired derivative American citizenship through her mother but, subsequently, married a German national and resettled in Germany; and who brought suit in the United States District Court for the District of Columbia to enjoin the enforcement against her of the Immigration and Nationality Act of 1952. The act provides that a naturalized citizen loses his nationality by having a continuous residence for three years in the territory of a foreign state of which he was formerly a national or in which the place of his birth is situated.

### MILITARY PAY RAISE

President Johnson has signed the military pay raise bill providing military pay increases for 2,762,000 active duty military personnel and reservists. The law provides on 1 September 1964 for a 2.5 percent increase in the basic pay for officers and enlisted personnel with over two years of service and an 8.5 percent increase in base pay for officers with under two years of service.

### DUAL COMPENSATION

A bill to revise and codify laws regulating Government employment and compensation of retired military personnel and employment of civilians in more than one Federal position has been signed by the President. The law permits a regular officer of the Armed Forces, retired for length of service, to accept Federal civilian employment and receive the full pay

of the civilian job and the first \$2,000 of his retired pay, plus one-half of the remainder.

Members of the Armed Forces retired for physical disability who had served without component in a temporary grade higher than or the same as the reserve commission previously held are granted special relief by this law. Formerly, such persons were treated the same as regular officers and were not permitted to receive their retirement pay and civilian compensation to the extent that an aggregate of the two exceeded \$10,000 a year. The Dual Compensation Act retroactively cures this by permitting these reservists to apply to their respective departments for a refund of previously withheld retirement pay.

#### FREE IMPORTATION OF PERSONAL AND HOUSEHOLD EFFECTS

Legislation has been enacted to extend for another two years, until the end of fiscal year 1966, the existing free entry privilege with regard to personal household effects brought into the United States by Government employees under Government orders. The original act of 27 June 1942 provided for the privilege to be effective until the day following the proclamation of peace by the President, but it has been amended several times to extend the date as an inducement for getting personnel to serve abroad and also to contribute to the morale of U.S. personnel on duty outside the customs territory of the United States.