

Warren Irons  
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John Macy  
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Coming!

critic  
opinion.  
Reports

Civil Service Commission Speech

January 1, 1955

Book &  
Author

Bob Hampton

Inaugural Ball  
not under  
Hatch Act

Three years ago a former Senator-turned-Vice-President

met with you and said in good humor:

"This is my first opportunity to visit you since my  
rating went up. Of course it wasn't the rating that I'd  
applied for, but this is a common complaint which you in  
the Service can understand."

I'm in more happy circumstances.

I got the rating I applied for, and five days from now  
my job description will be changed to reflect my new duties.

This morning we honor several public servants who have given  
long and faithful service to the American people.

We honor others who have rendered conspicuous and extra-  
ordinary service to the Civil Service Commission and the  
Federal Civil Service in general.

Since  
Andrew  
Jackson

↓  
to the  
Victor  
belong  
the  
Spoils

Happy Birthday

And today we also celebrate the 82nd birthday of the competitive Civil Service in the Federal government.

I congratulate those of you in the Federal Career Service who are being honored for your contributions to the American people and to the cause of effective democratic government.

You are the guardians of that trust which the American people--acting through their elected representatives--placed in your hands with the passage of the Civil Service Act of 1883. And you have fulfilled this trust with honor, fidelity and distinction.

I maintain a deep and abiding respect for the individual members of the Federal Career Service who shoulder the heavy burden of making this ~~democratic~~ democratic government faithful and responsive to all our people. It is one of America's great shortcomings that so few of our outstanding civil servants receive the recognition and appreciation they so manifestly deserve.

L During the <sup>16</sup><sub>2</sub> years I served in the Senate I observed  
the workings of the merit system. I witnessed the emergence  
of broader and more enlightened concepts in personnel manage-  
ment developed under the leadership of the Civil Service

Commission *and with the advocacy & support of the Labor movement.*

L I saw a steady increase in the attractiveness of Federal  
employment, plus an aggressive effort by the Federal agencies  
to reach out and tap the most promising sources of recruitment.

L And I observed an increased concern for career development  
within the Civil Service with emphasis on management use of  
the talents so abundantly available within the Federal service.

L While the Civil Service Act of 1883 stressed the  
elimination of spoils staffing and sought to place Federal  
hiring on a competitive basis, subsequent laws, executive  
orders, and changes in regulations have expanded the role and  
functions of the Civil Service Commission.

Today's Commission does not consider its job completed when it helps a Federal agency hire the most qualified person for a given job. It follows through by aiding the development of employees in a variety of ways: by encouraging agencies to motivate employees to higher productivity, by promoting better relations between management and employees, and in general, by working toward a continuing improvement of a modern and effective system for personnel administration.

In striving to develop a better system of personnel administration for the Federal government, you have placed special emphasis on securing flexibility and creativity in the use of our manpower resources. These qualities, in particular, will be most significant as we join with our President, Lyndon B. Johnson, in building the Great Society.

In his State-of-the-Union message, the President told the Congress and the American people: "We want to establish a

harmony between man and society which will allow each of us to enlarge the meaning of his life and all of us to elevate the quality of our civilization."

↳ Our basic task, the President emphasized, is three-fold:

1 First, we must keep our economy growing;

2 Second, we must open for all Americans the opportunities now enjoyed by most Americans; and

3 Third, we must improve the quality of life for all.

Federal career employees--working closely with State and local governments and with private citizens<sup>+group</sup>--will assume much of the responsibility for accomplishing these principal objectives. And although we have done well in the past, we cannot look backwards for our standards of tomorrow.

↳ We are, after all, seeking to accomplish things never before achieved by civilized man. We are seeking to banish poverty, ignorance, discrimination, and disease from these shores.

↳ We are seeking to channel a people and a nation -- "free, restless, growing and full of hope" -- toward a more perfect expression of the democratic faith.

↳ This historic task demands from each of us in the Federal government a willingness to work and a determination to continue the war on waste. We can, through ingenuity, common sense, and determination, undertake the new programs outlined by President Johnson -- and maintain essential <sup>established</sup> ~~order~~ programs -- without excesses in either Federal expenditures or ~~the acquisition of~~ new employees.

To do this, however, we must possess the courage and insight to distinguish the important from the unimportant, the significant from the insignificant, and the essential from the non-essential.

↳ We must fill a necessary job with the person best qualified to fill it. And we must abolish jobs that no

longer perform a useful and needed function. In recent years we have demonstrated the capacity of the Federal service to meet this challenge.

↳ In 1955, for example, we did not have an Apollo moon landing program to plan and execute. We do today.

↳ In 1955, we did not have a Civil Rights Act to implement and enforce. We do today.

↳ In that year, we did not have 70 billion pieces of mail to deliver. We do today.

In that year, we did not have a national population in excess of 192 million persons each requiring services from his government. We do today.

↳ But despite these changes in programs, policy, and demands, the number of Federal employees has declined in relation to our population. In the last fiscal year, for example, Federal civilian employment in the executive branch

dropped almost 22,000 from the number on the rolls in the  
previous year. - Due to LBJ economy

↳ The "mix" of Federal employees has changed drastically  
over the past ten years. There has been an increasing need  
for scientists, engineers, administrators and college-  
trained personnel and a diminishing need for the clerical  
and unskilled. And the nature of the new challenges set  
forth by President Johnson in his State-of-the-Union message  
indicates that this trend will continue, Quality! Educ!

↳ We must, of course, continue to make all levels of the  
Federal career service available to persons without regard  
to race, color, creed or national origin. Under the  
leadership of Lyndon Johnson, when, as Vice President, he  
served as Chairman of the President's Committee on Equal  
Employment Opportunity, the Federal government made  
significant progress in promoting equal job opportunities.

↳ But these efforts must continue to go forward with  
undiminished determination and courage. This is a matter  
which demands our priority attention and concern. #

↳ This surely is an exciting and challenging time to be  
part of the Federal career service. We have an unprecedented  
opportunity to join with President Johnson in extending the  
bounty of this land to all our citizens, and in carrying  
forward the struggle for freedom, justice, and opportunity  
throughout the world.

↳ The past accomplishments and the present competence  
of the Civil Service Commission -- and the Federal career  
service -- make me predict confidently that you will accept  
this opportunity and this challenge with enthusiasm.

↳ And, though you of the Civil Service Commission are  
few in number, your work will have tremendous impact on  
the excellence we achieve in our national government and

in our country.

In the words of your Chairman, John W. Macy, you are in the "people business" of government. And there is no business more important in our efforts to build a better America.

Verbatim Transcript of Remarks of  
Hubert H. Humphrey, Vice President-elect  
and  
John W. Macy, Jr., Chairman of the  
Civil Service Commission

on the occasion of the Civil Service Commission's  
82nd anniversary ceremony, January 15, 1965, in  
the Commission auditorium, 1900 E Street, N. W.,  
Washington, D. C.

CHAIRMAN JOHN W. MACY, JR.

Good morning and happy birthday! You all look remarkably healthy on your 82nd, and it just shows what meritorious atmosphere will do for good health. I was fearful for a moment there that Warren Irons was going to introduce me as the ticket salesman and ask me to pass among you up and down the aisles selling tickets. I'd be delighted to do so. My enthusiasm is so great about that event that's going to occur next week. As we gather together on these birthdays, and I find as I count them up that I now have been privileged to participate in eleven of these 82 birthday celebrations, we use it as an occasion to rededicate ourselves to the fundamental principles of the Civil Service Act. within the context of the times in which we are operating. And since this is an inaugural season, and we are about to recognize once again the importance of the Presidency in our Government in this country and in our way of life, it is important too that we relate to the Presidency the importance of the career service--an importance which has grown--grown immeasurably in the course of these 82 years, so that in 1965 we are responsible in this agency as the stewards of the merit system and the promoters of a career service that must support the Presidency in the forward movement toward the Great Society. And the men and women who have come through the civil service merit system processes into positions of responsibility across the land and around the world are a part of the supporting cast for those leading players--the President and the Vice President, who will step forward and take the oath next Wednesday and lead us in the programs in the public interest that are the content of our effort in the career service. Also this occasion affords for those

of us who have the privilege of top responsibility in the Commission an opportunity to thank all of you for the outstanding contributions that you have made individually and as groups within our organization to the accomplishment of our goals during the past year and the years before. The longer I have the fruitful association with the Commission's staff the more impressed I am with the quality and dedication of the men and women that make up our ranks. And so I would like to put this added note of gratitude and appreciation to you with my birthday salutations at this time.

It is most appropriate that for our main speaker at this occasion we have one of the leading actors in the drama of next week. It is appropriate not just in terms of time but in terms of personality, for our new Vice President is one who is completely at home with the career service. He has been its strong supporter throughout his 16 years in the Senate, and prior to that as a teacher and as a municipal official in his home city of Minneapolis. He has been a tireless and versatile worker in behalf of all public issues. He is well informed in the international arena. He has been a constant advocate of progress on the social and economic front, and he has been a prophet in the area of civil rights. And he is one of those prophets who has had the opportunity of seeing his effort and his prophecy ultimately come to pass and to play a part in the consummation of the objectives that he specified, for he was the leader last year in accomplishing the civil rights statute which provides for us today an effort to bring about in realistic terms in our society the equality for which we have pledged so long. So, friends in the Commission, it is my distinct honor to present to you your new Vice President--the Honorable Hubert Humphrey.

## HONORABLE HUBERT H. HUMPHREY, VICE PRESIDENT-ELECT

Thank you very much. Thank you very much, Mr. Macy. Members of the Commission, Mr. Hampton, and my old friend from Minnesota, Mr. Andolsek, I am particularly pleased that Mr. Irons was here with us this morning to give us the general instructions for the festivities that will soon take place in the Capital-- these tribal rites that we go through, these great privileges of fellowship that will be ours. I am sorry that my good friend from Minnesota, Nick Oganovic, is not with us this morning, but I want to say, Mr. Macy and members of the Commission and fellow employees of the American people, that you are mighty lucky to have all these Minnesotans on the job. We do our best to buttress and support all others. That's exactly what Lud Andolsek wrote out for me. I wanted to be sure that I said it promptly and properly. One or two observations I should like to make: First of all, the Inaugural Ball is strictly a private activity. It relates of course to some public servants, but just in case the Counsel at the Commission hasn't informed you, it is not under the Hatch Act. You can go--not only that, you can have a good time. I plan on being there and I plan on having a good time. There seems to be quite a few people that will be visiting our Nation's Capital these next few days. Most of them are my relatives. I never realized I had so many cousins, uncles and aunts, but I have, and I'm happy to say that they took the invitation of the President seriously. He said, "I want to see you all at the Inaugural--you're all coming," and they are! Every last one of them. And between the family of the President of the United States and our family, we really wouldn't need many more folks just to have the town filled up. So it is going to be some fun. I don't think there'll be an Inaugural in the history of America that will exceed this one save the one that Andy Jackson had, and I mention that at the Civil Service Commission because

Andrew Jackson had a different philosophy of civil service: to the victor belongs the spoils. Now it is to the victor belongs the problems, and the problems are many, and the spoils are few. And the Civil Service Commission is strong and I think the country is the better for it.

Yesterday, I was speaking at a book and author luncheon. I wanted to get another plug in for my book in case any of you wanted to buy. I'm not going to tell you the title but I said rather facetiously--and I hope you'll take it in that spirit--that since I am unemployed--I'm not unemployed, I'm working, I'm unpaid, excuse me! I've been off the Federal payroll since the 30th of December, and I can assure you that this is not a habit that one should get accustomed to, but I have been unpaid but fully employed, and during this brief interlude of private life, private enterprise, I'm just plugging my book all the time. I can't remember the title right now but I haven't seen it on any bookstands either. It must be a textbook that didn't quite make it.

Today, I want to first salute the members of the Commission. We are very, very proud of them--very, very proud of the quality of these Commission members and of the staff. Three years ago, a former United States Senator who had turned Vice President met with you, and he had some things to say, and I was looking over the text of his message. And one thing I gleaned from that text was this. He said these words: "This is my first opportunity to visit you since my rating went up. Of course it wasn't the rating that I had applied for, but this is a common complaint which you of the service can understand." Well, he's been doing quite well since, however, I might add that. I'm in much happier circumstances today, because I got the rating that I applied for, and five days from now my job description will be changed to reflect my new duties.

This morning we honor several of the public servants who have given long and faithful service to the people of the United States, and we honor others who have rendered conspicuous and extraordinary service to the Civil Service Commission and the Federal civil service in general. Today we have a birthday party too, and I'm strong for birthday parties. We celebrate the 82nd birthday of the competitive civil service merit system in the Federal Government, and I congratulate those of you in the Federal career service who are being honored for your contributions to the American people and to the cause of effective government. Because let the record be manifestly clear--there isn't any such thing as good government and effective government without dedicated public servants, and if there ever were a group of unheralded heroes in the cause of freedom that group is the Federal, state and local public servant that gives unselfishly, wholeheartedly of his or her time, talent and energy to the common good and to the public good. You are in fact the guardians of the trust which the American people, acting through their elected representatives in the Congress and in the Presidency and the Vice Presidency, placed in your hands with the passage of the Civil Service Act of 1883. And I want to testify today for the American people. I come here before this jury to offer this evidence. You filled that trust with honor, with fidelity, and with distinction. I would think it would be well if the headlines could read, as they appropriately should, that there has been very little scandal or corruption in the Federal civil service--the merit system. I know of no civil service that has a cleaner and a more wholesome rating. Now I maintain a very deep and abiding respect for the individual members of the Federal career service who shoulder the responsibility and the burden of making this government faithful and responsive to all of the people. It is one of America's great shortcomings as I've indicated in my remarks thus far that so few of our outstanding civil servants receive the recognition and the

appreciation that they so manifestly deserve. In fact what happens is that we cast about all sorts of epithets about the bureaucracy. Whenever you haven't anything else to say, you can condemn the bureaucracy. Well, now, all of us have our feelings about this from time to time, depending upon what has happened to us individually or to our programs, but the fact is you cannot run a government without a bureaucracy any more than you can run a corporation without a private corporate bureaucracy. It takes trained staff personnel, and call it what you will, you can't go out in the street and just pick up people on the middle of the afternoon and operate General Motors or Bell Telephone, and you can't walk out onto the boulevards of the Nation's cities and just select people hit and miss and operate the biggest enterprise in the world, the Government of the United States.

During the 16 years that I have served in the United States Senate, I think that I have observed rather carefully the workings of the merit system. I served for sometime on the Committee on Post Office and Civil Service, but I've always had an interest in the career civil service. I witnessed the emergence of broader and more enlightened concepts in personnel management under the leadership of the Civil Service Commission, and may I add, under the advocacy and the strong support of the labor movement, because these two forces have worked together and I believe that those who have joined these great organizations of Federal workers or workers in the Federal service are entitled to their recognition for their contribution to a better career service just as those who are the managers, the Civil Service Commission, and its directors and staff. I've witnessed a steady increase in the attractiveness of Federal employment, plus an aggressive effort by the Federal agencies and departments to reach out and to tap the most promising sources of recruitment, and I've observed an increased concern

for career development within the civil service with emphasis on management use of the talents so abundantly available within the Federal service. Now while the Civil Service Act of 1883 stressed the elimination of spoils staffing, and sought to place the Federal hiring on a competitive basis, subsequent laws and regulations, and Executive orders have expanded the role, as you know, and the functions of the Civil Service Commission and the personnel officers of the Federal agencies. Today's Commission--the one under the chairmanship of Mr. Macy--does not consider its job completed when it helps a Federal agency hire the most qualified person for a given job. That's just step number one. It follows through by aiding the development of employees in a variety of ways: by encouraging the agencies to motivate employees to higher productivity, by promoting better relations between the management of a department and the employees and the employees' representatives, and in general by working toward a continuing improvement of a modern and effective system for personnel administration. In other words, I happen to be one that believes that some of the best standards--the highest standards of personnel administration--are to be found right here in the Federal establishment.

In striving to develop a better system for personnel administration for the Federal Government, you at the Commission, you've placed a special emphasis on securing some flexibility and creativity in the use of manpower resources. These qualities in particular will be most significant as we join in this determined and mighty effort of President Lyndon Johnson in building what he terms, and what we know will be, the Great Society. In his State of the Union Message, President Johnson told the Congress and the American people, and I quote him:

We want to establish a harmony between man and society which will allow each of us to enlarge the meaning of his life, and all of us to elevate the quality of our civilization.

That's the definition of the Great Society. The Great Society isn't just more of the material things of life--it isn't just more money--it isn't just more luxuries--it isn't just more of the things you can touch and feel. It's really more of an appreciation of the great cultural heritage that is ours and the extension of the blessings of that cultural heritage to every man, woman and child within the jurisdiction of the Government of the United States and the boundaries of this Great Republic--the richness and the fullness of life spiritually, culturally, artistically, as well as economically and politically.

Our basic task, the President emphasized, is threefold: first, of course, we must keep our economy expanding and growing because we have a growing population. Second, and I think this is very important, we must open for all Americans, and let me underscore the word "all" Americans, the opportunities now enjoyed by most Americans. It is just as evil to discriminate through a course of poverty and thereby deny the people a chance to make their contribution to this great Republic of ours as it is to discriminate on the basis of race or religion or national origin. I'm one that believes that we need everybody. I don't think that in the competition that we face in this world we can afford to have any people behind the lines that are not in the battle. And thirdly, we must improve the quality of life for all. That's what we're talking about when we say that we want to do something with those that have been culturally deprived--that we want to help them help themselves, who want to beautify America, not only to beautify it in terms of the boulevards and the highways but to beautify it in terms of the tone of life, to get rid of the vulgarity that all too often conditions our life, and believe me that's true and no one enjoys fun more than

Hubert Humphrey, but I think it is disgraceful that in this great nation of ours that vulgarity has become a pastime. I think that it is about time that we understood that the great out-of-doors ought to be protected as a great blessing from God Almighty and we have no right to pollute it with ugly words or smoke or stench--or antisocial human activity. We've got a wonderful, wonderful potential for a great civilization, and let's do something about it. This isn't removed from the Federal service because this is a government of the people, by the people, and it must be one for the people. And you are the people in the Federal services that are the custodians, the stewards so to speak of the public trust, of every objective of the Great Society, of every objective of our Constitution, of every objective of the moral values of our society, and Federal career employees working with their fellow employees at state and local level and working with private citizens and private groups can and will assume much of the responsibility for accomplishing these principal objectives that I've mentioned. The growing economy opens the doors of opportunity for all and lifting the quality of American life. Now we've done well in the past. I'm not one that tries to come out here and flog the public, by saying, "Oh, we've been a failure." We haven't failed. I'm an optimist. I'm one that believes that we ought to ask ourselves each day to do a little better. If I can just tarry with you a few moments more. It seems to me what we need in American more than anything else today is motivation. Incentives, yes--but motivation. Every American ought to be so proud of this country and this day and age--if he's traveled any place else--that he wants to love it with all of his heart and soul and that he feels a personal responsibility to help it, to make it better. There needs to be some kind of patriotic motivation in this nation. No class struggle in America, no ideology as such except the ideology of freedom, which of course means personal liberty and responsibility, but somehow or another we

need to get to our young people as well as to us the parents and to those the sisters and the brothers. We need to get over the idea that America needs a motivation for the Great Society for the good life, and I think when we compare with what we have here and what we've done thus far we have reason to believe that the system under which we live--political and economic and cultural and social--is the best system in the world. I think if we will analyze it, we'll see that we've been able to do more for more people than any other place in the world, that our standard of living is higher than anywhere else in the world. But as I've said a number of times, I refuse to compare America with any place else in the world. We ought to have our own standards. It isn't good enough to compare ourselves to some other country. We've been blessed more than other countries, and we have to set our own high standards.

These astronauts, you know, are really quite an inspiration to some of us. I'm chairman of the Space Council after January 20. I've been studying a little bit about the work of that council, and these astronauts don't settle for just O.K. You know you see--talk to your sons and daughters, members of your family, and they'll say "how you doing in school?" "O.K." "How's the job coming?" "O.K." You know what that means--getting by. You know it. That astronaut, if he just gets by, he's gone. He can't afford just to get by. He'll never come back. He'll go way by. When he answers that call, as he did in the Mercury program, from Cape Canaveral, he says "A-O.K." which means perfect--excellent--not just getting along. If that poor soul up there in orbit is just getting by, he's done had it. He knows that he's got to be on course on time--precision--A-O.K.--excellence, and this retired Senator, this private citizen believes in the doctrine of excellence. I don't always live up to it myself, but I believe in it. I want to have it as a measurement, and I think we need that in the

Federal civil service. I think we need it in everything we do in this government. I think we need it in industry. When I read the reports of the Thresher, the atomic submarine, and the possibility that there may have been a defect, it wasn't good enough just to meet the standards. It's got to be better than the standards that just get us by. And, my fellow Americans, it isn't going to be good enough in the years ahead just to do as well as we used to do, because the competition is rougher. You're going to have to do better. It's true of your young people going to college. Why, Lud, you and I wouldn't have gotten through college if they had applied the same standards then as they do now. I don't think I would have even gotten in. But they have to be better now. You just have to do a better job, and we need to get this not only to our youngsters that go to the colleges but it needs to be a theme all through American life. We must do better. Washington, D. C., ought to be the most beautiful city in the world. Everytime I see a street that's dirty, everytime I see a neighborhood that's disorderly, I could weep, because it doesn't need to be that way. All we need to do is to have in this community a feeling that it can be beautiful--that it can be good--that it must be good, and you'd be surprised if that spirit grips a community what it will do. Well, that wasn't in the prepared text. I just got going on that one. That's one of my favorite themes. What we're really doing, therefore, is seeking to accomplish things never before achieved by civilized man. That's the wonderful part of living in 1965--the second half of the Twentieth Century. We dare to try things that nobody even dreamed of, or if they dreamed, they didn't tell anybody. We're daring all sorts of things and what an exciting experience! Why, we're seeking to banish poverty, which has been as old as man himself, from the face of this earth. We're seeking to banish ignorance, which has been man's mortal enemy since the dawn of history. We're seeking to ban and do away with prejudice and discrimination, which is as old as the tribes of Israel.

We're seeking to banish disease from our shores, and we're really saying frankly that there needs to be no poverty, there needs to be no hunger, no discrimination, no illiteracy, no ignorance, and why--because today, for the first time, we have the means of being able to do something about all of these things. You could have excused other generations for letting people die of hunger but not this one. We have it within our means to banish hunger from the face of the earth. We have it within our means to fulfill that prayer of "give us this day our daily bread." We have it within our means to clothe the naked, to heal the sick, and to teach the illiterate, and that's why I think that not a single person that enjoys the benefits of this civilization, that is one of the privileged, can really feel comfortable unless he does more than he planned on doing in terms of public service. We can do it. This is what we ought to be telling the world. We ought to be letting the whole world know that we are unafraid, that we know these things can be done, that we are about--we are on the job of getting them done. It isn't just a matter of splitting the atom, or even splitting the difference. What's more important is what can we do to banish from the face of this earth man's ancient enemies which have plagued him throughout the centuries, and those enemies are known by every civilization, every generation: ignorance, disease, pestilence, prejudice, bigotry, intolerance, poverty, hunger, and every one of them are susceptible today to eradication, if we have the will to do it. That's why you have to be excellent, geared for the battle. Why, we're seeking to channel a people and a nation free, restless, growing, and full of hope toward a more perfect expression of the democratic faith. We have it within our means to make this a more perfect union. We have the educational know-how, the technical know-how. We know how to run representative government. This is why the hate groups must be looked upon as poison. They must be looked upon as mortal enemies, whatever their title may be, to the

processes of freedom. There is no room in a society of brotherhood for those that hate. Hate is the end-product of people who have no faith, who have no trust, who have no love. Now, this historic task demands from each of us in the Federal Government, the willingness to work and a determination to continue the war on poverty, yes, the struggle for a better life, yes, and the war on waste. We can, through ingenuity, common sense, and determination, undertake the new programs outlined by President Johnson, and maintain at the same time essential established programs without excesses in new employment or in new expenditures. Now, I'm going to be very blunt with you. I've been in Congress a long time. I've been in public service quite a long time--20 years--and I know that in order to be a liberal you don't have to be a wastrel. I know that in order to be progressive you don't have to be profligate. As a matter of fact, those of us that claim the honored title of progressive or liberal or humanitarian have an extra obligation to see to it that there is no waste of human resources, waste of talent, waste of potential ability, waste of dollars, waste of time. Time is important, if you use it. And time can be destructive if you don't use it. Resources are here to be used--not to be wasted. And we can launch these new programs that we legislate and do the job without undue or unnecessary cost, but to do this we must possess the courage and the insight to distinguish the important from the unimportant, the significant from the insignificant, and the essential from the nonessential, and we must fill a necessary job with the person best qualified to fill it. And we must abolish some jobs that no longer perform a useful and needed function. I don't believe that the Federal Government has any responsibility or any duty to maintain livery stables in the age of the automobile, just because some people like to groom horses, or just because there may be horses in your district. I happen to believe that it's a whole lot better to do the job that needs to be done

for this time and period and these people now than it is to prove that you're a great defender of the public interest by defending something which has no useful purpose any longer. And as the Vice President of the United States, and one that the President will, occasionally, I hope, and he has, share his thoughts with, whatever duty he gives me in looking over budgets, looking over programs, I'll be true to my convictions of being deeply interested in humanity, being deeply interested in humankind and the enlightenment of humankind, but I am also going to be well aware that there are limits to costs and that the duty of a man in public life is to do what is right and to do that which he truly believes will gain the most for his country and the people that he is privileged to serve.

Now, let me just give you a few things we've been able to do here and we've demonstrated some capacities to meet new challenges so that you ought to feel good about this. I'll take you back just ten years. In 1955, for example, we did not have an Apollo moon-landing program to plan and execute. That takes money and people, but today we do. In 1955 we did not have a Civil Rights Act to implement and enforce; we do today. In that year we did not have 70 billion pieces of mail to handle and deliver; we do today. In that year of 1955, we did not have a national population in excess of 192 million persons requiring governmental services; we do today. But I want the record clear that despite these changes and great challenges in programs, policy, and demands, the number of Federal employees has declined in relation to our population. In the last fiscal year, for example, Federal civilian employment in the executive branch dropped almost 22 thousand from the number on the rolls the previous year. This is an accomplishment for a growing country and it means that the Federal employee is working harder. It means there's better management, and it means

there's a President that intends to get a dollar's worth of work and service out of a dollar of Federal expenditures. And don't think he doesn't mean it. I've been associated with that man for a long time. One nice thing about our President, he's never heard much about the word "vacation" at least for those for whom he works closely and he believes in hard work. For employees, career workers, he believes in good Federal standards. That's his record in the Congress. That's his record as President, but he believes that we ought to deliver when we're on the job. So do I. Now this mix of Federal employees has changed drastically over the past ten years. There has been an increasing need for scientists and engineers, administrators, and college-trained, vocational trained personnel and a diminishing need for the clerical and the unskilled. And the nature of the new challenges set forth by President Johnson in his State of the Union message--if you'll read that message, paragraph by paragraph, and by the way get a copy of it and study it, because, believe it or not, you're going to have to implement it. You'd better be accustomed to it. If you'll read the challenges there, you'll find that this trend for high caliber employment and employees will continue. The President emphasizes quality, and this is why the emphasis in this Administration is upon education. I am going to say from every platform that I am privileged to occupy in these next years that President Lyndon Johnson started out his public career as a teacher in a little country school. He gave his first check for books and recreation to the students. He didn't take a nickel of it for himself. He believes in books. He believes in education. He believes in wholesome recreation. He believes in America the beautiful just like he's beautified the area in which he lives in Texas, and this Administration is going to be known as the Administration of education. This Administration--this President will be known as America's No. 1 educator.

And I suggest that we become his students and that we work with our teacher and our educator to learn our lessons well. Now we must of course continue to make all levels of the Federal career service available to persons without regard to their color, their race, or their creed or their national origin.

I want to emphasize this. Under the leadership of the then Vice President, Lyndon Johnson--he served as chairman of the President's Committee on Equal Employment Opportunity--the Federal Government made significant progress in promoting equal job opportunities, and I want to compliment this Commission on its work--you, Mr. Macy, Mr. Andolsek, Mr. Hampton. But I want to say now as the incoming Vice President that these efforts will and must continue to go forward and with undiminished determination and courage. There's a lot of talent in this country that's been hidden behind color, and what this Administration needs and this Government needs is to be color-blind and it needs to be talent-sharp. Look for the talent. Look for the ability, and make a determined effort to do so. You know, if we are half as clever in finding good people for jobs as we were in denying some people a job, boy, will we do something for this country.. And we're going to be that clever. I want you to know that. This is a program I'm going to have something to say about.

This is surely an exciting and challenging time then, isn't it? --To be a part of the Federal Government and the Federal career service. We have an unprecedented opportunity to join with our President in extending the bounty of this land to all of our citizens and in carrying forward the struggle right here at home for freedom, for justice, and for opportunity--and to carry that struggle on throughout the world. I want America to be known not only in the songs and in the poems as the land of opportunity but to be known in reality as the land of opportunity. Opportunity to learn. Opportunity to work. Opportunity to travel.

Opportunity to think. Opportunity to be different. Opportunity to contribute. The opportunity to make something of yourself. The past accomplishments and the present competence of the Civil Service Commission and the Federal career service make me predict confidently that you will accept this opportunity and that you'll accept this challenge with enthusiasm, and though you of the Civil Service Commission are few in number, your work will have a tremendous impact on the excellence that we achieve in our national government and in our country. In the words of your Chairman, who has so many duties these days, Mr. John Macy, you are in the people business of government--no more precious commodity, no more important business, and there is no more business more important in our efforts to build the Great Society in a better America.

I want to thank you for listening. I've enjoyed very much being with you today and I want to salute you once again on the birthday of this great civil service program and commend those that will be honored for the great service that they've given to the American people. Thank you very much.

#### CHAIRMAN MACY'S CONCLUDING REMARKS

Mr. Vice President, we thank you for that inspiring, eloquent message on our birthday. You have given for us your views and the views of our President on the challenges that lie before us in the career service of the Federal Government. We are certain that we will be supporting you and supporting our President in moving ahead toward the goals which you have so fully cited for us. And since this is a occasion where we recognize accomplishment, we would like to contribute to your recognition on this occasion. We realize that you are employed but unpaid. This is a very unusual status in the civil service. We don't recommend it, but there's one reassuring note--there's one reassuring note that we as personnel technicians want to pass along to you: That in view of the short duration of

your period off the payroll, you will not lose any retirement credits, that this is only a very, very brief interim retirement--less than thirty days, and we hope that this in some way--this knowledge will in some way compensate for your taking the time to be with us here today. In addition, we want to give some tangible evidence of our appreciation of your presence and of your public service, and we found after diligent biographical research that you qualify for recognition here today along with some of the people who will be recognized in a few moments. We find that you do in fact have 20 years of public service, and an impressive record it is indeed. We see that there was service on the Administrative Staff of the WPA, Assistant State Supervisor of Adult Education, Chief of the War Services Section of the War Manpower Commission, in 1941 to 43. The Mayor of the City of Minneapolis, from 1946 to 1949, and then U. S. Senator from Minnesota from 1949 until December 30, 1964. According to our most modern computer this adds up to 20 years of public service. And, Sir, if you'll be kind enough to return to the rostrum, it'll be my privilege to present to you your 20-year service pin.

VICE PRESIDENT-ELECT HUMPHREY

Well, I'll be darned. Thank you. Shucks, I thought he was going to give me a gold watch. But it sure is a nice pin and I'll wear it with pride.



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