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Remarks by

Senator ~~Robert H.~~ Humphrey at

Arthur S. Flemming Awards Luncheon

February 19, 1959

~~Mr. Parkinson~~
~~Mr. Dalton~~
~~Mr. Harris~~
~~Secretary Fleming~~
~~Mr. Moore~~

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The Arthur S. Flemming Award is appropriate recognition of one who has done much to increase public understanding of the role and stature of the public servant. It is an honor, ~~I am sure~~, ^{a significant honor} for these ~~young~~ men to receive the award, and a ^{rare} privilege for those of us who participate in the award ceremony.

Recognition of this kind is a real incentive. It is encouraging. It is the kind of thing that makes a ^{person} ~~man~~ feel good about the work he has been doing and the job he is in.

I know the ten honored here today are sincerely pleased and delighted and encouraged.

~~Dr. Fleming - outstanding~~
~~public servant~~

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We are much indebted to the Jaycees and their awards
co-sponsor, the American Security and Trust Company for
this kind of recognition of excellence in Government .

How we keep the tone of government high -- the operation
sharp and clean -- is a matter of vital importance today.

It demands, for one thing, that we must constantly search
for new kinds of incentives and encouragement for the young
people coming up.

One obvious incentive, and the incentive which has been
traditional with private enterprise, has been the larger
paycheck. Top-flight young men and women in industry are
drawing down very substantial salaries indeed. They get
salaries which -- let us be frank -- Government cannot hope
to match. Even though Government offers a liberal pension
program and a good leave system, it cannot expect to approach

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the direct financial rewards of private industry.

Nevertheless, we should try to at least partly
keep the gap closed between Government and private industry.

For example, I strongly support the President's request
that the statutory limitation on the number of super-grades
in the civil service system be broadened, in fact, largely
left to the discretion of the Civil Service Commission.

By and large, of course, promising young men and
women enter Government -- and stay -- for reasons which are
more important than the pay they will earn. Necessarily
they make their choice to take less pay than they can
expect to draw "outside" in exchange for other considerations.

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One overwhelming consideration in their choice, I am convinced, is the opportunity to serve. This is a genuine, rock-solid motivation. And the nation has good reason to be grateful that so many fine young men and women truly feel the call to public service.

But no one is immune to discouragement and frustration. And it is too often true that promising young people in both industry and Government lose heart when they fail to find an outlet for their creative energies -- when they feel themselves held down by red tape and severe budget limitations.

And it also a little disheartening when a man has

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accomplished something worthwhile to have it go unnoticed
and unmarked. All of us appreciate a pat on the back. . . .
a little encouragement goes a long way!

↳ We have taken a step in the right direction with the
enactment of the Employee Incentive Award system -- which
permits ~~gives~~ a Government employee's supervisors and agency the
chance to give some tangible recognition for his achievements
in contribution to the improved efficiency and economy of
the Service.

↳ For the first time, under this Act, we took steps to
give a "spot award" to a Government employee at about the
time he has earned it. However, I believe that our
restrictions on this program have been too tight -- both in
the amounts of the awards and in their frequency. We ought

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to be more generous and more liberal with the relatively
small amounts involved, for it is clear that a modest
investment in the Incentive Award System has encouraged a
measurably greater efficiency and economy in Government.

It's a good investment!

Another tremendously successful incentive has been the
recently-authorized off-the-job training program for
outstanding employees. This is a highly significant departure
from traditional Government procedures, and marks the beginning
of what I hope will become a flourishing undertaking.

I would not be surprised if some of the men being honored
here today were to take part in the new training program.

Certainly it is made to order for them.

9/2 There are other things we could do to encourage top performance. Why could we not, for instance, seriously consider expanding the off-the-job training program to arrange, for exceptionally meritorious career employees now and then, a sabbatical leave -- not only to study at a University, but to travel and to hide out somewhere to read and think and to generate new ideas? —

~~Use of Counter Part funds~~
~~for travel Study~~

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One excellent way of providing this opportunity might be with the use of counterpart funds secured through ~~the~~ the operation of PL 480, from the sale of surplus food and fiber from the Commodity Credit Corporation stocks. Such funds ~~would be available to~~, which are already in the hands of our ~~the~~ Government, would provide at no expense to the American taxpayer, the opportunity for outstanding ~~young~~ men in our civil service to travel and study with their counterparts in foreign governments, for in-service training in some cases, and for the training of civil servants in those governments which have far to go in bringing ~~up~~ their administrative and technical services up to an efficient standard.

Our Government services both at home and abroad are part of our total defense structure. In fact, one of the great strengths of this nation is the very high quality of our civil servants. One of the highest priority projects, in fact, which we should undertake when we are considering assistance to the new nations of Asia and Africa is ~~the~~ assistance in upgrading and improving the administrative structures of government.

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Another idea that might be explored is based on the concept that, once a young person has reached a plateau of earnings -- ~~so that income is no longer a nagging constant~~

~~perhaps~~ -- perhaps the greatest thing that you can do for him is to give him all the tools that he needs to put himself

and his project into high gear. Why could we not consider,

in addition to income awards, the idea of expanding the specific budget which an outstanding young scientist or administrator

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is using? Maybe it would be feasible to push a modest additional amount into his budget to be used relatively free of strings to buy new equipment, say, or for additional travel funds, or for additional or higher-grade assistants?

h It would be sound investment. A man who is already making efficient use of his budget is likely to be a good bet to use additional funds to the lasting benefit of the Government.

h These ~~these~~ men being honored today are already tremendously interested in their jobs. Obviously they already have the kind of supervision and leadership that encourages the best from a man. Looking at it coldly, one might be tempted to ask: why worry about incentives for these men? They are going at top speed already.

Well, it's true. These men and ^{hundreds} ~~hundreds~~ like them who are

pouring their energies into creative accomplishment, already,
do not need the spur of reward.

But -- on the other hand -- they have earned reward.

They have earned recognition. They have earned the
gratitude of their superior officers, and of the country.

Secondly -- and equally important -- awards to men like
these will give the even younger men and women coming up
something to shoot at. It is easier to hit something you
can see than to shoot in a general direction and only hope
to hit the mark. This is the way you raise the flag. This
is the way you spur on the young employee who is fighting his
way up from obscurity -- in a way which the promotional system
alone cannot quite accomplish.

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Q And, ladies and gentlemen, we must never forget that a society does not produce excellence without incentives.

The Russians are learning that -- and they are demonstrating that they have learned it.

Q We in America -- grateful as we are for the unselfish spirit which keeps so many of our finest minds in government career service -- cannot afford to depend solely on the public spirit of those men and women. The incentives to leave government to enter private industry can become too nearly irresistible.

h It is only wise and prudent for those of us who want to keep these fine men and women in Government service to make it easier for them to resist the temptation.

I think we are doing a fair job of it already. I think we can do even better.

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Our good service at home & Abroad
are part of our total Defense Structure
Hi-quality of Civil Servant!

Finally, may I again thank the Junior Chamber of Commerce
and your cosponsor for undertaking this particularly fine
expression of confidence and appreciation of young men in
Government. It reflects the kind of thinking in the business
community which is slowly erasing the stereotype of the
"bureaucrat in the public trough", and replacing it with
a true public understanding of the Government administrator
Technician, or scientist as a hardworking, enterprising and creative
individual whose contributions to his society far outweigh
society's rewards.

I can't tell you how grateful I am every single day to
see so many fine young men and women entering public service
and coming up through the ranks to take their place in the

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great decision-making process of our democratic government.

We need them -- all of them.

L In this world of the mid-century, our nation needs their
dedication, their intelligence and their courage. The
struggle toward a just and secure order of things in the world
lays demands upon our Government, ^{in war} that earlier generations
would not have dreamed of. It is a fortunate thing for
our nation and for the Western World that the yeast of
ambition and the drive to accomplish are vital forces
today in the civil service of the United States.

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