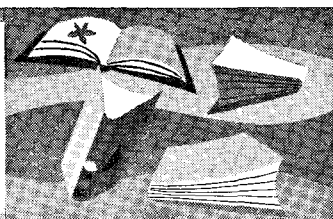
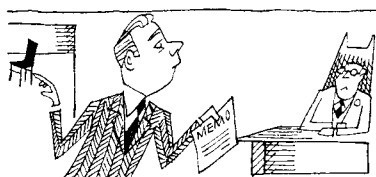


# Trade Winds



**The president** of the Columbia Broadcasting System, Frank Stanton, recently wrote a memo to one out of ten of the more than 2,000 employees who have moved into the new CBS building at 51 West Fifty-second Street in New York. Noting that the building was not complete, he asked the recipients of the notes for "help and suggestions you can give me on getting us all settled and happy in our new home."

I am sure he has had an earful by this time. People around town have been listening for weeks to the stories about that structure. There is a long list of



regulations governing behavior there: you can't order your lunch brought in, you can't hang anything on the walls, you can't have any live flowers or plants on your desk, etc. You can't rearrange your furniture without getting written permission. One man got ready for a conference at which he was to exhibit kinescopes of television shows. He got the viewer ready and called, "Lights out!" That's when he discovered there was no light switch in his office. When he asked for a chair to stand on, so he could unscrew the bulb, he was told it would require two inter-office memos, one to move the chair and another for permission to touch the bulb.

The elevators were in a bad state, the last time I was in that building. A man told me he waited nine minutes to get a ride. One morning at 9:20 a gang of arrivals crowded onto an elevator at the ground floor. They all pushed the buttons for their various floors and the doors closed. Then all the buttons snapped back to neutral, the lights went out and the car started going up, up, up, non-stop. It halted at the thirty-fifth floor and the doors opened to reveal complete darkness. (That's the floor for the top brass, who, wisely enough, had not yet moved in.) Before the riders could decide what to do, the doors closed and the car went down again. At the main floor the doors opened, and a mob of employees waiting impatiently for their chance to go up were startled to see the car already jammed with white-faced colleagues.

The new CBS building has walls of glass. You have to have a steel nerve to walk to the edge if you're up very high. One executive on a top floor keeps the horizontal floor-to-ceiling slats half closed at all times, because when he looks out and down he gets dizzy and falls out of his desk chair. The only advantage of glass that has come to my attention is that the boys in the Sperry Rand building across the street have come to know some of the CBS girls rather well, since every move the young ladies make is open to the public. On at least one occasion a girl was taken to lunch by a guy from across the void. He started printing huge signs such as, "What Is Your Extension?" She replied with her own encouraging signals, whereupon she received a dozen phone calls, since she could be observed by eager fellows on quite a few levels on the other side.

I hope this is the kind of information Frank Stanton can make use of.

**On a trip to Europe** with a friend, Mary Franklin of Toledo, Ohio, stopped



for the night at a hotel in Lucerne, Switzerland, in a bathless room. To save time in the morning, Mrs. Franklin sponged off while her traveling companion accompanied the maid with the bath key down the hall. As they checked out, the hotel clerk, preparing the bill, asked in stentorian tones, echoing through the marble lobby:

"Which of you ladies took the bath?"

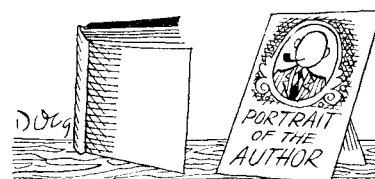
**Last year** when Hoagy Carmichael had his autobiography published he called it *Sometimes I Wonder*, familiar words from the song *Stardust*. At the time I thought it put Mitchell Parish at a slight disadvantage if he wanted to write the story of his life. After all, Mitchell Parish is the man who wrote all the words for *Stardust*, and they are his. He did the lyrics for many tunes, from *Deep Purple* to *Volare*. Now Richmond Publishing Company has brought out a little book of Parish's verse which shows how nicely he puts words together. He calls it *For Those in Love*, but sometimes I wonder

if he would have preferred a different title.

**Sharps and Flats:** Medicine is faced with another baffling new disease. It's called "Something." I don't know the Latin name for it. It occurs in the winter mostly, and when you telephone the doctor to describe it to him, he says, "Oh, yes, there's Something going around. Take two aspirin and phone me again in the morning."

► Herewith is the first paragraph of a news item from the Newark (Ohio) *Advocate*: "Dr. J. C. Pickett showed a film and talked on removing and transporting injured persons to a dinner and business meeting of District 13 of Ohio Funeral Directors Association."

► There has been speculation on the identity of Anthony Gray, author of the controversial pro-Air Force best-seller, *The Penetrators*. Reviewers, trade pub-



lications, and Pentagon officials have all declared that Anthony Gray is a pseudonym for the well-known author Ernest K. Gann. Gann and Putnam's, the publishers, have "categorically denied" that he wrote *The Penetrators*, which is exactly what they would say if he had written the book, so where are we?

► When something is described as a *tour de force*, that usually means it's no good.

► A lot of intimate stuff about the late President Kennedy is being bandied about, and the most amazing so far is from Mrs. Evelyn Lincoln, his former secretary, in *My 12 Years with Kennedy*, in which she says that when he was a bachelor Senator he had her call his girl friends to ask them for a date. That may have been good politics but was it good manners?

—JEROME BEATTY, JR.

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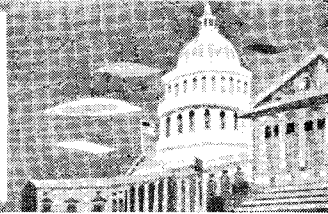
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# State of Affairs



## The Computer and the Pork Barrel

**T**HE COMPUTER is gaining ground in the Johnson Administration. With a President hell-bent on cutting budgets and saving the taxpayer's dollar, with the overwhelming success of Mr. McNamara's cost-efficiency methods in the Department of Defense, with a government so sprawling and with so much money to spend, it is hardly surprising that President Johnson is tempted to try throughout the Administration what worked so well in one quarter.

The center of this new onslaught by computer is the Budget Bureau. And the man promoting and directing it is Henry Rowen, an import from the Defense Department, one of the most brilliant and well-tested of "whiz-kids," and now assistant director of the Bureau of the Budget. He is confident that the campaign will have a salutary effect, though he is well aware of the obviously greater

limitations of the cold cost-efficiency techniques when applied outside as technical a department as Defense. But in a capital where there's a good deal of loose thinking about the spending of money, it can do no harm, as Budget Director Charles Schultze told the fiscal policy group of the Joint Economic Committee, "to deepen our understanding about objectives and measures of effectiveness, and to develop increasingly better alternatives."

Water projects, for one, are cited as a good example. Economists have made interesting calculations about the costs and benefits of projects for flood control, irrigation, electric power, and such. But the benefits are often difficult to determine because the calculations are influenced, more often than not, by the so-called pork-barrel political interests rather than by cost efficiency.

The Poverty Program is another para-

dise to be abused for local political advantages rather than shaped for the shortest route to best results. Sargent Shriver, who already has troubles enough with the organization of this program, has engaged the Provost of Williams College, Joseph Kershaw, as his cost-efficiency expert. It may help not only to get him the most for his money but to protect him from political pressures.

To use another practical example, there are the Job Corps camps. Let us assume certain criteria are set for admission, which lead to the acceptance of only the most promising candidates. These young people, as a consequence, are likely to get high marks and walk away with the jobs. But that in itself is apparently no guarantee that the Job Corps is altogether effective. What it could mean, the experts say, is that there is a "criteria problem." There may be sound reason, they think, for including children who are less bright from the start. The point here is that if you combine levels of talent and intelligence, the lower with the higher, it may heighten the general effectiveness of the camps by encouraging the less qualified to reach for higher standards—even if in the end the over-all results are less impressive. It is for the experts to find the right "criteria," the efficiency men argue.

Another promising target for the economy drive is the Department of Justice. Oddly enough, much of the overcrowding of the courts can be put down to too many cases being filed by the government. Last year alone these amounted to 61,362, which represents a substantial number of all cases—both government and civil—brought before the courts, many of which involved only minor offenses and small fines.

The question now being asked is whether a shift in administrative procedures would not allow quicker disposition of these cases. Mr. Ramsay Clark, Attorney General in charge of the Lands Division of the Department of Justice, has already made certain procedural changes allowing him to reduce the number of his department's cases. In the past it has always been argued that crowded calendars can be solved only by employing more judges, but the efficiency experts are convinced that the only hope of speeding up justice is in administrative changes.

Still another fertile area for deeper analysis is the \$4 billion highway program. The experts say that no thorough analysis of all the alternatives to the present scheme has yet been made, and that this is brought about in some measure by the activities of the powerful highway lobby. Plans are now underway for a special analysis group at the Department of Commerce to examine the full range of alternative ideas as well as



*"The legislative committee has made a thorough study, sir. In the case of your incapacity, things will go on exactly as they did before."*