

Memo of the Month

THE EARLIEST POSSIBLE MOMENT

TO Mr. J.P. Lynes, Director FROM Curtis Bybee, Chief
St. Louis City Welfare Office Bureau of Finance

SUBJECT Supplemental Payroll Checks DATE Oct. 3 19 69

We have made a careful examination of our procedures in order to place the supplemental checks in the hands of employees at the earliest possible moment; we find that we cannot set a definite date as to when they will receive the checks, but it will be around the 21st day of the subsequent month.

The time allotment for procedures must be as follows:

- 3 work days--to St. Louis City for preparing time sheets and mailing to Jefferson City.
- 2 work days--Division of Welfare personnel
- 1 work day--Bureau of Finance audit
- 1 work day--Key Punch section
- 1 work day--Tabulating Section for preparation of checks
- 3 work days--Missouri Comptroller
- 1 work day--Missouri State Treasurer
- 2 work days--Missouri Personnel Department (Merit Office)
- 1 work day--Mail to St. Louis
- 7 days for weekends and holidays

This totals 22 calendar days. Occasionally we are able to secure the payrolls back from the Merit Office on the afternoon of the second day in time to start processing in the Comptroller's Office thus allowing us to pick up one day, in which case we are able to get the checks in the hands of the payee on the 21st day of the month.

We recognize that much time is consumed in handling these routine operations; however, all of above procedures are necessary if we are to conform to State laws.

cc: Mr. Folk
Mr. Schubert

The Culture of Bureaucracy: Mores of Protest

by Peter Gall

The actions engaged in this winter by nearly 2,000 employees of the Department of Health, Education, and Welfare to protest the dismissal of Leon Panetta, Director of HEW's Office for Civil Rights, were, as protest actions go these days, pretty mild. No protester called the Secretary a pig, or broke a window, or poured ox blood on an official document, or, for that matter, stayed away from work sick for a day or even an hour. No policeman, much less a National Guardsman, got called in or needed to be.

No banner headlines reported what we 2,000 did. Indeed it made few front pages, which is scarcely astonishing in view of what we did: five members of the OCR staff (including me) resigned; 125 members of the OCR staff wrote a letter of remonstrance to the President and made the text of it public; 1,800 members of the staffs of various of the Department's offices signed a memorandum to Secretary Finch ("Subject: Bring Us Together") asking for a full departmental staff meeting at which the Secretary would explain his view of HEW's civil-rights policy in the light of Panetta's removal. Yet, tame as it was, our protest may have been more significant than many a far more sensational event. For one thing, we were professional and

clerical employees of a government department, traditionally the most "loyal," not to say timid and docile, class of employees in America. For another thing, we were not protesting our wages or our working conditions or anything that even remotely touched the daily lives of more than a handful of us, but an action that gave us moral offense, that we believed compromised an important program to which we were dedicated. In short, hundreds of government employees publicly expressed dissatisfaction with their employer's policy in a conspicuous and controversial field: school desegregation. It was not a kind of thing that had been done many times before, nor was it done without considerable agonizing by most of us who did it.

Of course, Panetta's "resignation"—which was announced simultaneously to the public and to him on February 17—could not of itself have set off the protest. As seen by us in OCR, the dismissal was simply the climax of a series of attacks by the Administration on "the program," a phrase we used to characterize school desegregation, one part of the general goal of desegregation authorized by Title VI of the Civil Rights Act of 1964. The gist of Title VI is that the federal government may not subsidize discrimination on grounds of race, color, or national origin; under this prohibition, HEW's responsibility, exercised by OCR, is to see to it that schools, hos-

Peter Gall, a former newspaperman, is writing a book with Leon Panetta about civil rights in the Nixon Administration, to be published by J.B. Lippincott.