

Affirmative Action

DRAFT

Background

In the Supreme Court's 1995 Adarand decision, the Court set stricter standards for when the federal government can, consistent with the constitution, operate affirmative action programs. Under this new standard, federal government affirmative action programs are only permissible if they are narrowly tailored to achieve a compelling interest. This is the standard that has been in place for state and local governments since 1989. Soon after the Court's decision in Adarand, the Administration conducted a comprehensive evaluation of the use of affirmative action programs in the federal government. Since that time, we have continued to support appropriate use of affirmative action programs and remain committed to fight to end discrimination and create equal opportunity for all.

Talking Points

- Study after study shows that discrimination still exists and that the long-term effects of discrimination are still with us.
- I will continue to support affirmative action programs that are necessary tools in our fight against discrimination. I am proud of my Administration's work this year to help defeat efforts in the Congress to eliminate the Department of Transportation's program to assist minority-owned businesses and to prohibit the use of affirmative action in college admissions.
- As you know, in 1995 the Supreme Court set out stricter requirements that federal affirmative action policies must meet to survive constitutional scrutiny. In light of this decision, we reviewed affirmative action policies throughout the executive branch, and revised them where necessary to meet the new standard. Thus, while I remain committed to preserving affirmative action, some federal affirmative action programs may continue to be revised in light of the new legal standard.
- Most recently, we announced the implementation of new guidelines for federal procurement by small disadvantaged businesses, designed to remedy discrimination in a carefully targeted way. These reforms will strengthen our efforts to remedy discrimination against minority business owners, while ensuring that our procurement programs meet legal requirements. This represents a major step in my effort to mend, not end, affirmative action.
- Our goal continues to be to expand opportunities for persons who have been shut out of them in our past, to revise our affirmative action policies to be fair and to meet constitutional requirements, and to achieve genuine equality.



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OF PAGES: _____ (INCLUDING COVER)

COMMENTS: Adorand Review accomplishments / send done end.
This is an old document that I haven't yet been able
to retrieve on my computer, so I have made a
revision by hand. With that revision, it is current,
although I would not necessarily characterize the procurement
reforms as "Justice Department" reforms, but rather
Administration reforms.

PROGRAMS SUSPENDED OR ELIMINATED

- The so-called "Rule of Two," a contracting set-aside program at the Defense Department for socially and economically disadvantaged businesses (SDB's), almost all of whom are minority-owned businesses. (Suspended 10/23/95)
- Defense Department use of SDB set-asides in connection with military base closures.
- NASA has suspended practices in which prime contractors at those agencies were authorized to set-aside certain subcontracts for SDB's and were required to meet SDB subcontracting goals as a condition of submitting a bid.
- The Energy Department has suspended practices in which Management and Operating (M&O) Contractors were authorized to set-aside certain subcontracts for SDB's. As a result of revisions in the contracting and subcontracting mechanisms for M&O's, the potential for unlimited set-asides of subcontracts for SDB's has been eliminated.

EXAMPLES OF PROGRAMS THAT HAVE BEEN MODIFIED PURSUANT TO THE JUSTICE DEPARTMENT'S ADARAND REVIEW

- The Department of Commerce modified the Public Telecommunications Facilities Program (PTFP), which provides for funding for public radio and television entities, and requires the agency to give special consideration to applications that foster diversity in programming. Under the modifications, applicants for grants may demonstrate significant program diversity in various ways, not just by showing that minorities or women hold policy-making and programming positions.
- The Environmental Protection Agency is in the process of revising the "fair share" program and the manner of establishing and achieving statutory objectives (42 U.S.C. § 4370d and 42 U.S.C. § 7601 note) for small, disadvantaged businesses (SDB's) to ensure that the goals focus more on the availability and capacity of SDB's.
- The Federal Highway Administration has revised the requirement in its On the Job Training Program that state departments of transportation establish annual goals for the number of training slots assigned to federally assisted contracts over \$10,000. These goals, which were stated in numbers of training positions, will now be established in terms of aspiration participation by minorities and women in crafts using figures established by the Office of Contract Compliance Programs.
- The Federal Transit Administration's Section 20 Human Resources Grant Program, which provides grants to address human resource needs in public transportation, has been revised to ensure that projects seeking funding may not exclude non-minorities who apply.

- The Department of Energy has revised its scholarship program at the DOE Albuquerque Operations Office so that it no longer has separate scholarships for Native American, Hispanic and Asian students, but instead provides scholarships to residents of New Mexico or students attending New Mexico colleges without the use of racial criteria.

The Administration's

**EXAMPLES OF PROGRAMS THAT WILL BE MODIFIED UNDER ~~JUSTICE~~
DEPARTMENT'S REFORMS TO AFFIRMATIVE ACTION IN FEDERAL
PROCUREMENT**

The Justice Department's reforms will modify all forms of affirmative action in procurement at every executive branch agency. What follows is a partial list of specific statutory affirmative action programs in federal procurement that will be modified by the Justice Department's reforms. Under the reforms, the use of affirmative action in contracting will be scaled back or suspended in particular industries when it is determined that such measures are not warranted. Furthermore, where affirmative action is authorized under these industry-specific limits, it will generally take the form of a flexible price or evaluation credit, in which race is just one factor in the contracting decision.

- Government-Wide SDB Goals. Under 15 U.S.C. § 644(g), all federal agencies must establish goals for SDB participation in procurement. The Justice Department's reforms will require those goals to be tied to the availability of qualified SDB firms and will impose industry-specific limits on the ability of agencies to make race-based contracting decisions in achieving those goals.
- 8(a) Program. Currently, every agency participates in the SBA's "8(a) program," 15 U.S.C. § 637(a) -- a business development program for socially and economically disadvantaged businesses. The Justice Department's reforms will impose limits on the use of 8(a) and will open the program to more women and non-minorities.
- SDB Subcontracting. 15 U.S.C. § 637(d) requires prime contractors on certain government contracts to submit SDB subcontracting plans. The Justice Department's reforms will affect the way in which SDB subcontracting goals are established, and will impose industry-specific limits on the ability of agencies to make race-based contracting decisions in achieving those goals.
- Defense Department and FASA SDB Programs. 10 U.S.C. § 2323 and FASA (41 U.S.C. § 7102) authorize Federal agencies to use SDB set-asides and price and evaluation credits to meet goals for SDB participation in procurement at those agencies. The Justice Department's reforms will impose industry-specific limits on the ability of agencies to make race-based contracting decisions in achieving those goals.

- Mentor-Protegee Programs at Defense and EPA. Both the Defense Department and EPA operate a "mentor-protegee" program that teams up prime contractors with SDB subcontractors. The Justice Department's reforms limit the circumstances in which SDB participants in the program can be given subcontracts on the basis of race.
- Energy Department and NASA SDB Goals. The Energy Department and NASA are required by separate statutes (42 U.S.C. § 7256 note and 42 U.S.C. § 2473b, respectively) to try to meet specified goals for SDB participation. The Justice Department's reforms will impose industry-specific limits on the ability of those agencies to make race-based contracting decisions in achieving those goals.
- Transportation Department DBE Program. The Intermodal Surface Transportation Efficiency Act of 1991 (Pub. L. No. 102-240, § 1003(b), 105 Stat. 1919-22) requires recipients of certain Transportation Department funds to establish goals for participation by disadvantaged business enterprises (DBE's) -- most of which are minority-owned -- in projects undertaken with those funds. The Transportation Department is ~~expected to issue modifications to~~ its DBE program that will provide guidance and place limits on the manner in which recipients of funds can calculate and set DBE goals, as well as the manner in which recipients seek to meet those goals.

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section

has issued proposed regulations modifying

REFORMS TO AFFIRMATIVE ACTION IN EMPLOYMENT

- The Justice Department has issued comprehensive guidelines on affirmative action in federal employment. The guidelines set preconditions for the establishment of any minority employment goals; require maximum use of outreach and other race-neutral mechanisms to achieve goals; prohibit quotas or any hiring of unqualified persons; and prohibit agencies from ever using race as the sole or dominant factor in employment decisions.

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Administration Cuts Affirmative Action While Defending It

By STEVEN A. HOLMES

WASHINGTON — While it continues to defend Federal affirmative action programs in Congress and the courts, the Clinton Administration has, during the last two years, conducted the most sweeping reduction of those measures since they were instituted during the Nixon Administration.

As a result of a Justice Department review of the legality of Federal programs that grant breaks exclusively to minorities and women, the Administration has eliminated or altered 17 affirmative action programs. In some cases, the changes have led to sharp decreases in the amount of Federal contracts awarded to companies owned by minorities and women.

The Justice Department review was prompted by the 1995 Supreme Court decision, in *Adarand Constructors v. Peña*, that strictly limited the justification and scope of Government programs that grant preferences based on race or sex.

The biggest change so far is that the Defense Department has ended its practice of setting aside about \$1 billion worth of contracts for minority- or women-owned businesses under a program known as the Rule of Two.

Last year the Energy Department changed the requirements for its national laboratories to subcontract with minority- and women-owned companies. As a result, the amount of contracts with small, minority-owned companies dropped to \$66.1 million in the 1997 fiscal year from \$215.8 million two years earlier.

Programs designed to help minorities and women win construction contracts from the Federal Highway Administration, the National Aeronautics and Space Administration, and the Environmental Protection Agency, as well as programs aimed at increasing the number of minority teachers, scientists, Foreign Service Officers and managers of public radio and television station have been, or are being, scaled back.

Even as the Administration drops or dilutes some affirmative action programs, it continues to lobby against efforts by some in Congress to eliminate the use of race and sex in awarding grants, contracts and scholarships, and in employment.

This month the Administration fought off an attempt in the Senate to eliminate a goal of providing 10 percent of Federal highway and mass

transit contracts to companies owned by women and minorities.

And the Justice Department continues to try to thwart legal challenges to some Federal affirmative action programs. Recently, Justice Department lawyers have gone to court to fight a challenge to a fellowship program run by the National Science Foundation. The suit was brought in the December by a white Clemson University student who said he was dissuaded from applying to the program because of his race.

"In the procurement area at the Federal level, this is very sweeping," said a senior Justice Department official involved in the review. "This is major reform, this is significant reform and is intended to deal with a whole bunch of programs."

For example, the Commerce Department has for years provided about \$11 million annually for public radio and television stations to modernize their facilities. Since 1978, Commerce has provided bonus points to stations applying for these grants if they could show that 50 percent of their managers were minorities or women.

As a result of the review, Commerce dropped the 50 percent criterion for minority and women managers and now gives special consideration to stations that can show a broad

commitment to minorities and women through other means.

"We're going to get rid of the rigid 50 percent rule and will look at a number of factors like ownership, programming, community outreach," said a Commerce Department official who declined to be identified. "It's a more flexible set of considerations."

Commerce, Justice and the Small Business Administration have completed work on regulations, to be issued soon, that will require Federal agencies to do an industry-by-industry and region-by-region analysis of

how well minority- and women-owned companies would be doing if not for discrimination. Depending on the level of discrimination that is found, agencies would then be permitted to allow these companies to lower their bids by 10 percent to help them win Government contracts.

Conservative critics of affirmative action complain that the Administration's efforts do not go far enough to scale back programs they say are unconstitutional.

"I think that, by and large, the administration is engaged in an effort to preserve as much of the status

quo as possible, which is, of course, exactly contrary to Supreme Court opinion, which says that preference programs are acceptable only under the most extraordinary of circumstances," said Clint Bolick, vice president for litigation at the Institute for Justice, a Washington group that opposes many affirmative action programs.

In its 5-to-4 decision in the *Adarand* case, the Supreme Court said that programs that extend advantages to minorities and women must serve a "compelling national interest," and must be "narrowly tailored" to protect, as much as possible, the rights of white men.

So far, however, the high court has not ruled on the legality of any specific Federal affirmative action program, and the Administration has spent the last two years trying to alter these programs in ways it hopes will satisfy the court.

"We've taken to heart what we've been directed to do by the Supreme Court in the *Adarand* decision to look at the compelling interest for these programs," Raymond C. Fisher, Associate Attorney General. "We also have to narrowly tailor these programs. Given the breadth and depth of these programs, it takes some time to do it right."

Administration officials also argue that Federal law passed by Congress in 1994 sets a goal that minority- and women-owned companies earn 10 percent of Federal contracts. Congress has not repealed that provision.

In many cases, the major change in these programs has been the extension of benefits of affirmative action efforts to "disadvantaged" whites, and to make it easier for white men to prove they are disadvantaged, based on income and other factors, and as a result eligible for a preference. Many Federal affirmative action programs automatically presume that blacks, Hispanics, and many other minorities, and in some cases women, are disadvantaged.

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Meg Greenfield

Kicking Away Your Freedom

If you see yourself only as a representative of some category, your leaders will so treat you.

The 1960s civil rights legislation and court rulings were meant to end official segregation and discourage discrimination against individuals on the basis of their group characteristics, principally race and gender but eventually other characteristics as well. A lot of this has been accomplished. What is odd is that over precisely the same time period and in part as a consequence of the change, more and more people seem to be regarding themselves and behaving as embodiments of one of these groups, rather than as individual free agents who put things together in their own unique, unpredictable, unprogrammed way. Their moral outlook, their understanding of their obligations and entitlements and interests in life and their notions of how they should be treated are more and more determined by what they now see themselves as representing rather than by their own individual instincts and tastes.

Family, clan and tribal loyalty are, of course, as old as human history. And so, too, is the inclination to form secret orders, exclusive organizations, fraternal lodges and the rest that create fierce new allegiances and ideas of who one is and, accordingly, what rights and duties (and licenses to assault or repress) flow from that. As long ago as the Roman Empire, teams of young men competing at sports in the Hippodrome and designated the "Blues" and the "Greens" generated such intense support from the populace that long after their days of competition had ended, large parts of the citizenry continued to identify themselves as either Blues or Greens and battled each other as "civic factions." People would claim to be either one or the other and may not even have known the origin of the sides.

As reflexive as this is, it seems to me as nothing to the instinctive, mindless, instantaneous re-creation of the individual as the representative of a group (generally oppressed) that sillies up our public relationships today. I think of the day I was backing my car out of the garage and looked first to the right and then to the left, where an indignant 17- or 18-year-old jogger was glaring into the open window and clearly trying to tell me that I was a careless old fool who could have hit him. If only he had said that, I would have known how to respond, a simple apology; we'd have had a proper reckoning between two actual people. But this is what he said, in a resentful, snappish sort of way: "You know, people coming down the street on this side of your garage are entitled to consideration.

too." What? Who were these people? There was no one in sight for blocks. Did they have an advocacy group? Did they meet at night and draft manifestos? What was I supposed to reply? "Well, you people coming down the street from east to west are getting way out of line?" I just smiled in a pained sort of way and let him mutter off to resume his morning run.

This was in the '80s. What had become by then so ingrained a habit of mind that even a teenage twerp had instant recourse to it got its start in the late '60s, I think, for a combination of reasons. One obvious one was that the necessary mechanics of trying to achieve integration of institutions previously segregated by race inevitably involved making judgments based on race so as to measure progress, spot obstruction and so forth. But I think at least as important was the gradual but inexorable recasting of so much of what had once been private experience as public experience. Relationships between men and women that were once interpreted in personal terms were now interpreted politically or in a kind of coldly clinical, anthropological way. Everything was now an "issue" to be debated and resolved, an "issue" that was presumed to be common to all such relationships, not an idiosyncratic, special thing.

There is a terrible draining of vitality and mutual respect from all relationships that give way to this temptation to stereotype, and it is worsened when both parties indulge it—as distinct from one of them doing the stereotyping and the other protesting it. I'm not thinking so much of all the one-on-one personal or workplace connections now as of the essential connection of political leader to constituency. If you see yourself primarily as a representative of some category of persons and that category takes precedence over all else, you will be so treated by your bosses and political leaders. They will know exactly what it takes to appease you. They will know exactly how they can "deliver" you, and generally they will be right.

To let yourself be transformed into the emblem of some cause, any cause, or demographic category, and to draw your identity and take your marching orders from it is to kick away your freedom, your independence and your individuality. It is to suspend all these and basically to lose your influence over events that matter to you. You will find you have forgotten how to speak out with views that do not conform to those of the group or that you will have been led not to trust such views. You will see life through a very narrow

lens and be very much in the control of those who do the defining of the group interest. Our society and our political culture are mired in a lot of this right now. For it is not just ourselves that we tend to think of as mainly representative of some group. We have also allowed others to revise our history and philosophy and literature by the same standard. The principles of representation of a faction or a side or a group take precedence.

The Blues vs. the Greens. My side, right or wrong. We don't break with the party line. Even a little bit. It would endanger our side. When people in this country reverse the trend of thinking of themselves as embattled and victimized representatives of pedestrians traversing the street from left to right—or was it right to left?—they will have time to recall and recapture the pleasures of thinking and judging and reacting for themselves, and seeing others as they are as well, not as automatons predictably representing this group or that. They will complicate and probably improve the politicians' behavior by doing so. There's nothing so dangerous for manipulators as people who think for themselves.

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Laura Emmett

09/18/98 03:02:01 PM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: Elena Kagan/OPD/EOP, Paul J. Weinstein Jr./OPD/EOP
Subject: Request for talking points for CBC Mtg

Leg. Affairs request from Janet Murguia for DPC Staff

AIDS- Chris & Sarah- you might want to work with Sandy on this

Education- Mike you might want to check in with Broderick & Bob on this

Drugs- Jose & Leanne

Welfare to Work- Cynthia & Andrea

Affirmative Action- Julie can you write a preliminary draft.

I got an extension from Leg. Affairs and we now need to submit these paragraphs and talking points by 5:00. Can everyone please send me your drafts by 3:00 so Elena can review them first. Thank you very much.

----- Forwarded by Laura Emmett/WHO/EOP on 09/18/98 02:43 PM -----

JANET MURGUIA

09/18/98 02:37:40 PM

Record Type: Record

To: See the distribution list at the bottom of this message
cc: See the distribution list at the bottom of this message
Subject: CBC Mtg

FYI: On Thursday, September 24, the President is scheduled to meet with the Congressional Black Caucus. There are several issues, taken from the ten point placard for the CBC Legislative Conference, that they will likely raise with their meeting with the President. I would appreciate your assistance with background and talking points which our office will need to put together the President's briefing paper. Please provide a brief paragraph along with two or three talking points for the following issues by **12:00pm on Monday**:

AIDS - Concerns of the devastating statistics among the African American community, the lack of action, and the need for a Public Health Emergency. (Sandy Thurman)

BLACK FARMERS - History of discrimination, complaint resolution of \$41 million, ongoing legal action. (Martha Foley)

EDUCATION - Public Education should be America's #1 priority, rehabilitation and construction of public schools, closing the gap in the computer age. (Broderick Johnson, Bob Shireman)

AFRICA and the CARIBBEAN - Aid and trade for Africa, support for democracy in Africa, the need for a strong Caribbean initiative. (Al Maldon, Gina Abercrombie)

DRUGS - prevention and education, needle exchange, rethinking incarceration (Jose Cerda).

CAPITAL FORMATION - Economics as the key to the future, access to capital, role of major financial institutions (Gene Sperling).

CENSUS - Sampling, history of the undercount, obstacles to success (Karen Tramantano, Martha Foley).

SOCIAL SECURITY - Federal investment debate, solvency, fairness to African Americans (Jon Orszag).

WELFARE TO WORK - Job training and education, child care, systems monitoring (Cynthia Rice).

AFFIRMATIVE ACTION - No retreat, federal strategy, state strategy (Elena Kagan).

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White House Press Release

REMARKS BY THE PRESIDENT IN SATELLITE FEED TO LA RAZA CONVENTION IN DALLAS, TEXAS

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

July 19, 1995

REMARKS BY THE PRESIDENT IN SATELLITE FEED TO LA RAZA CONVENTION IN DALLAS, TEXAS

2:16 P.M. EDT

Thank you, Irma Flores Gonzalez, for that warm introduction. And thank you, ladies and gentlemen, for your warm welcome.

I'm glad to see so many of my friends out there, and I want to say a special hello to your president, Raul Yzaguirre, and Irma's predecessor, Dr. Audrey Alvarado. The First Lady sends her regrets at not being able to be with you today. I hope you won't be too disappointed that I'm going to be her stand-in. I'm also sorry I can't be with you in person, as I was last year in Miami.

Just a little over an hour ago, at the National Archives here in Washington, I announced the results of our administration's review of federal **affirmative action** programs, and my convictions about what we ought to do with **affirmative action**. I made it clear that an essential part of our search for common ground in the exercise of our freedom is an unwavering commitment to genuine equal opportunity for all Americans. **Affirmative action** is simply a tool in the pursuit of that enduring national interest -- equal opportunity.

Hispanics are making huge strides in ways we cannot have even imagined just a generation ago. I don't want any Hispanic child in America to feel that his or her race is an impediment to full achievement. Every child has a right to the American Dream, and all of us have a responsibility to nourish that dream.

But until this country has achieved equality of

opportunity, until we have stamped out discrimination, we will still need the remedy of **affirmative action**. It must be done the right way -- it must be flexible; it must be fair; and it must work. Let me be clear: our administration is against quotas. We're against guaranteed results. But we do need to guarantee genuine equality of opportunity for all Americans. (Applause.)

We want to support the programs that are working, and we want to get rid of the ones that aren't. If you ask me in a sentence what we need to do I'd say we need to mend, but not to end **affirmative action**. We ought to stay with our principles and fix whatever practices we need to fix.

Our study showed that, indeed, **affirmative action** has been an effective tool in expanding opportunity for those who have suffered discrimination -- in the Army, in education, in small business loans, in **employment** by federal contractors, in the set-aside programs. We have seen again and again that when **affirmative action** is done in the right way it has helped more minorities and women to pursue the American Dream. People like Paul Gutierrez in Omaha, who owns Midwest Maintenance; Ernest Gonzalez of West Babylon, New York, who owns a chemical distribution company; Santos Garza of Bethesda, Maryland, who owns a security company.

After 25 years of experience, we know that these programs can work, but we also know that there have been some problems with them. So it is time to take a good look at what's working and what isn't. That's why I announced the series of steps that we'll take to change and to improve our approach to **affirmative action**. First, we want to crack down on those who take advantage of other people who deserve the program through their own fraud and abuse. We'll still offer new businesses a leg up, but we're going to make sure the set-asides go to the businesses that need the most.

Second, we're going to comply with the Supreme Court's decision in the Adarand case last month. That means focusing set-asides to regions and business sectors where the serious problems of discrimination are clear and provable. I have directed the Attorney General and the agencies to move forward with this expeditiously. The Adarand decision did require us to improve the way in which we do **affirmative action**, but I want all of you to understand, it did not dismantle set-asides. In fact, a huge majority of the Supreme Court, seven of the nine justices, reaffirmed the need for good **affirmative action** because of the continuing evidence of discrimination in our national life.

The stricter standards of Adarand have been met by state and local governments who were ordered several years ago to adhere to these standards. And the best state and local set-asides that have been challenged have met the standards and survived the challenge.

The third thing we need to do is to help disadvantaged people and distressed communities wherever they are, and regardless of their race or gender. That's what we tried to do in the empowerment zone program. And that's why I've asked Vice President Gore to develop a proposal to use our contracting in the government to support businesses that locate themselves in truly distressed areas, or that hire many of their workers from these areas.

The truth is that there are whole pockets of America that have been left behind in the free enterprise system. And we need to give people incentives to invest in those areas and those people, not as a substitute for **affirmative action**, but as a supplement to it. We need to do this. Most of these areas will be disproportionately minority, but not all of them will be. I am convinced we have got to focus on

getting people who are in these isolated areas, whether they're in rural or urban areas, the benefits of the American Dream. We cannot grow the American economy in the 21st century if we continue to have pockets of abject poverty where people are dying to go to work.

I have also directed all our agencies to apply four standards of fairness to all our **affirmative action** programs. First, no quotas or any inflexible numerical straitjackets in theory or in practice. Second, no illegal discrimination of any kind, including reverse discrimination. Third, no preferential treatment for people who are not qualified. And, finally, when a program has met its goal it must be retired. Any program that doesn't meet these four principles must be eliminated or reformed.

Affirmative action has been good for America. That doesn't mean it's always been perfect; it doesn't mean it should go on forever. It should be retired when its job is done, and I am resolved that that day will come. But you and I know that job is not done yet, and we do not need to abandon **affirmative action**.

It is my firm belief that our diversity can be America's greatest strength in the 21st century. We're going into an information age. We have to be prepared to compete and win in the global economy, with all of its different cultures. And we are so well positioned in this country, with well over 150 different racial and ethnic groups, with opening opportunities to women as well as men -- but we have to say to ourselves honestly, we are not where we need to be. And we're going to need everyone pulling together if our country is going to move into the 21st century in good shape. So we can't back away from our commitment to expand equal opportunity and to require responsibility from every single American.

You know, I ran for President to do two things: First, to restore the American dream of opportunity and the American value of responsibility; and second, to bring the American people together again, so that we could move into the next century together. I have learned in the past two and a half years that we can't do one without the other. We can't solve our economic problems or our social problems unless we do them together and unless we come together. We all have to bring the American people together.

That's really the bottom line of this debate about **affirmative action**. You and I and all Americans have to sit down and find a way to bridge the great divides in our society. We have to find a way to honor our diversity in the context of our shared values, our shared interests and our shared commitments to both equal opportunity and a high standards of qualification and performance. If we do this, we'll be stronger; we'll be better prepared as a nation to meet the challenges that lie ahead.

By the year 2010, Latinos will be the largest minority group in our country. Your voices and your talents are absolutely critical to lead us into the new century. You're already doing that in many ways, in daily life and in public service.

We should all be grateful for the work that all of you do, but I want to mention one of your number in particular, New Mexico Congressman Bill Richardson. He did a great job in Haiti. (Applause.) He did a great job in North Korea. (Applause.) And I know -- I know how proud all of you are, and I can hear by your applause, at the work he did, the brilliant work he did to help to bring home the two Americans who were wrongfully imprisoned in Iraq. He is a great American and every American should be grateful to him for what he did. (Applause.)

Just last week at the Southwest Voter Registration and Education Dinner, Vice President Gore announced my intention to honor another great American, Willie Valasquez, with the Presidential Medal of Freedom. (Applause.) I am honored to honor the memory of a man who gave all of us so much. For too long, Latinos were deprived of the chance to serve in the highest levels of government. This was a loss for your community and a loss for our nation. We are a rich country, but not so rich that we can afford to waste the talents of so many of our best people. Willie Valasquez knew this, his memory and legacy are alive in every corner of our administration.

And as we continue to move forward together, you know that we have more to do. But there are, already, more than two times as many Hispanic appointees in our administration than in the previous two administrations. In addition to Henry Cisneros at HUD and Frederico Pena at the Department of Transportation -- (applause) -- there are so many others who are contributing to our country and our future.

Let me just make one other point in closing, and then I know you have a question or two. You have to help us as a country make sure that this **affirmative action** program is not used as one more way to divide middle class and working poor Americans. (Applause.)

The real problem that is driving this new debate on **affirmative action** is a problem you know well. The ground is moving under America. Look at the last two and a half years. I have instituted a new economic strategy that has helped to bring us seven million jobs. We have an enormous increase in the number of new businesses, the highest on record. We have more new millionaires than ever before. The stock market is at an all time high. Corporate profits are high. But you know what? More than half the American people are working harder today for the same or lower wages they were making two and half years ago. More than half of our people still feel insecure about their jobs, their health care, their retirements, their ability to educate their children. Now, these are things that we have to face.

I know Secretary Dick Riley has already talked with you about the need to strengthen our commitment to education. But before I go on that, I want you to focus on this. A lot of this heat on **affirmative action** is being generated by people who want to blame minorities, who want to blame women's groups and who want to blame the federal government and this administration for the economic distress of the middle class. It's been building for decades and we have a strategy to do something about it. **Affirmative action** -- it did not cause the economic problems of middle class America. (Applause.) And **affirmative action** alone will not solve all the economic problems of women and racial minorities in this country.

So what we have to do is to say, let's look at **affirmative action** on its own merits. Let's realize we're all stronger when we grow together. But let's also recognize that we have to have a strategy to lift this country up. Don't let the people who are pursuing policies that will drive us down and drive us apart prevail by preying on the legitimate anxieties of middle class Americans to get this country moving for them again.

That all begins with a commitment -- a renewed commitment -- to education. This issue is so important to all of us here that I just want to take one minute to echo and amplify what Secretary Riley said to you. **Affirmative action** without a commitment to education won't work. School is where young people learn the skills to pursue middle class dreams. It's where middle class values are taught and where parents can know that the teachers will reinforce things like responsibility, and honesty, and trustworthiness, and hard work, and

caring for one another and for our natural environment; where good citizenship can be taught and where it can be modeled.

A good education has always been key to unlocking the promise of tomorrow. And today, more than ever, those without it are being left behind. That's why, under our plan, we can balance the budget and increase educational investment by \$40 billion in proven programs that work, from expanding Head Start to more affordable and repayable college loans.

The plan of the Republican majority in Congress will balance the budget, all right, but it cuts education by \$36 billion, right at the time when we need to be doing more to prepare our young people to take their productive places in the global economy. It does not make sense. It also doesn't make sense for them to cut funds on the fight on crime, cut our investments in safe and drug-free schools. There are a lot of things that don't make sense.

So, as we work in the coming months to balance the budget, I hope you'll help me do it in the right way. If we take a little longer and we don't give huge tax cuts to people who don't really need it, we can invest in middle class Americans and in poor Americans who were determined to work their way into the middle class.

You and I know it would be self-defeating to cut our investments in education. Cutting education today would be like cutting defense budgets at the height of the Cold War. Our national security depends upon our ability to educate all of our people, to give them the tools they need to make the most of their own lives.

Our mission -- yours and mine together -- must be to build a bridge to the future so that every American can cross it. We have to give every Latino and every other American the power they all need to make the most of their own lives and to give their children better lives. That's what's behind my commitment to education. That's what's behind my economic strategy. I want our children's generation to inherit an America with as much new opportunity as the one into which I was brought into. If people take the kind of responsibility you have taken to make our country better and we do the right things here, we will be better.

I thank you for your service to your community. I thank you for your service to your country. I ask you to stay at it; stand up for the proposition that all of us are going forward together.

Thank you, and God bless you all. (Applause.)

Q Mr. President, we have three important questions we want to ask. I will ask the first one.

A recent NCLR report shows that Hispanic women are the lowest-paid workers in the country and there is substantial evidence that Latinos experience discrimination on the basis of both national origin and gender. In light of your speech earlier today, how do you see the administration addressing the needs and interests of Hispanic women?

THE PRESIDENT: Thank you.

First of all, I'd like to talk a little bit about our survey. In our Working Women Count Campaign, conducted by Secretary Reich at the Department of Labor, with the able assistance of Hermalinda Pompa of the Women's Bureau, we circulated a questionnaire to working

women. Two hundred and fifty thousand Hispanic women replied. They told us they were interested in paying benefits and having the ability to both work and to care for their children, and in making sure that women could be valued and treated properly and fairly in the workplace.

We are determined to do what we can to advance this cause. First of all, we want to make sure Hispanic women understand the rights and opportunities to which they're entitled as working Americans. And we have translated into Spanish, for example, information on the family leave law, information on the sexual harassment laws, information on pregnancy and other **employment** discrimination practices. I think that is very important.

But secondly, and even more important, we have to pursue and economic agenda that will help Hispanic women. We, first of all, have to raise the minimum wage. (Applause.) There are 300,000 Hispanic women in this country who would make an average of more than \$1,800 more than they're making now and put another \$1 billion into the American economy if we raised the minimum wage. And if we don't raise the minimum wage, next year, in terms of its real buying power, the minimum wage will fall to a 40-year low.

One of the real big fights we're having up here in Washington today is the fight between my vision of a smart-work, high-wage future and the alternative vision of a high-profit, but hard-work and low-wage future. I think it's clear which one is in the best interest of the American people. We ought to start with raising the minimum wage.

The second thing we need to do is to pass the G.I. Bill of Rights for America's workers, which includes consolidating all the various government training programs into one big pool and then giving people who are unemployed or under-employed the right to a voucher worth \$2,600 a year for two years, which they can take to the local community college or anyplace else if they want to get retraining and education after they have left high school and when they're in the work force. That is a very important proposal we have made that has achieved -- gotten too little attention. I think we have a chance to pass it and we ought to do so.

The third thing that we ought to do in my opinion is to concentrate tax relief on middle income families and on child-rearing and education costs. That will help Hispanic women enormously.

The fourth thing we need to do is to pass the welfare reform bill that has been proposed in the United State Senate by Senator Barbara Mikulski, Senator Daschle and Senator Breaux, which focuses on giving people who are on welfare the child care they need to that they can be able to go to work, they can be required to work -- (applause) -- and we can end welfare as we know it by helping people be good parents. (Applause.)

So these are just some of the things that I think we ought to do, and I hope you'll help me implement it. We have to win this budget fight. All this is going to play out in the context of the budget fight. Our budget fight is good for growing Americans. It's good for children. It's good for middle class people. It's good for people who want to work their way out of poverty. And we have to win it.

Q Thank you Mr. President. This is Raul Yzaguirre. Let me first state how gratified we are to learn of your posture on **affirmative action**. And we support and we stand by you on that posture and that position. (Applause.)

You will, however, recall that your administration received some criticism early on for its appointments and its appointment record with respect to Hispanic Americans. Since then, there have been gains and some losses, particularly within the White House itself. Furthermore, there is a perception that you have not enjoyed the benefit of frequent consultation with Latino community leaders on key issues of importance to the Latino community. Will you commit today to begin to practice **affirmative action** for Hispanics within your own administration -- (applause) -- and particularly in the White House itself? And further, what steps are you prepared to take to improve the quantity and the quality of your consultations with the Hispanic community. (Applause.)

THE PRESIDENT: Well, first of all, let's deal with the facts as they exist. Our administration has appointed more Hispanics than any administration in history, more than twice as many as either of the previous two, and several hundred. We also have a major domestic policy considerations in the hands of Secretary Cisneros and Secretary Pena.

I've also had the privilege, as you know, to have the regular counsel of the head of the EEOC, Gil Casellas; Norma Cantu at the Department of Education; Maria Echaveste at the Department of Labor; Nelson Diaz at HUD; George Munoz at Treasury, Aida Alvarez at HUD, Fernando Torres-Gil at HHS, Katherine Archuleta at Transportation and Joaq Otero at Labor, among others.

And at the White House, as you know, we have lost some people, but we still have an awful lot of talented Latinos on our staff. In fact, one of them made history this afternoon. Carolyn Curiel personally helped me craft my **affirmative actions** speech. She had more to do with drafting it than anybody else. And she is the first person of color, and more importantly, the first Latino in the history of our country to write speeches for the President. And it may be that the one she wrote today will go down as one of the two or three most important I have ever delivered. (Applause.) In the White House, as you know, she's joined by Rick Hernandez, Janet Maguida, Ray Martinez, Liz Montoya, Suzanne Ramos, Suzanna Valdez, Vicki Rivas-Vasquez, Aracel Ruano, and others.

Now, I want to answer you two questions here.

Number one, I am always looking for more good people for important appointments to boards and commissions and other things. But I want to point out again, if you look at my record on judges, I have appointed more than three times as many Hispanic judges in the first two years of my presidency as Presidents Reagan, Bush and Carter combined did in the first two years of their presidency. And in only two years, I have appointed more judges than any other administration in history. So I think my record is pretty good on that. (Applause.) I do want to continue to do better. And I do believe that there is more we can do.

Now, on the consultation issue, I really think that's one I really need to put back on you because my perception is that we have reached out, and we have consulted, and we have had a lot of good meetings that were more than just briefings, but were really asking for input.

If you don't believe that's true, then what I think you ought to do is make a proposal to me and let me see if I can accommodate it so that we can give you and all the people you represent and the people that you work so hard for and do such a wonderful job for the feeling that they do have an open door and a listening ear at the White House. Because, in the end, that is maybe the most important thing.

I have to keep working on these appointments because that empowers people who, in turn, send ripples all across the country. A lot of these judges, for example, will serve for 20 or 30 or more years and will make decisions that will, together, affect millions and millions of people in positive ways.

But while I am here, your feeling of access and involvement and participation in this administration is perhaps the single most important thing that I can give you. So I want to say again, I would like to invite you to make a proposal about how you think we should do it, what the right way to do it is. I will do my best to accommodate it and, in any case, we will make sure that people feel that we are moving this issue forward. (Applause.)

Q Mr. President, we accept your invitation, and you will have a proposal on your desk Monday morning. (Applause.)

We have one last question of extreme urgency and importance to many of the people in this room today that we'd like to ask. You have spoken out, Mr. President, eloquently against the forces of hate that led to the Oklahoma City bombing and the need for greater civility in public debates.

We could not agree with you more. We live in a time of almost unprecedented immigrant bashing which we, in our community, view as a manifestation of these forces of hate. All Latinos, including the majority of us who are native-born citizens, feel we are targets of this riding tide of hate. You clarified this morning the need for all of us to come together in a united front. How do you plan to include those of us who are immigrants, those of us that look like immigrants in this plan to unite America? (Applause.)

THE PRESIDENT: Well, first of all, let me say that I think there is a rising tide of -- it's sort of the same -- I view the immigration issue rather like the **affirmative action** issue. In the case of **affirmative action**, I think there were legitimate questions raised about the way the programs work and whether they need reform. There were even some who asked honestly whether **affirmative action** was the right or wrong thing for America. And then there were a whole lot of people that were using **affirmative action** to drive a political wedge in this country as a false excuse for the problems of the American middle class and the economic anxieties broadly felt by Americans.

I think the immigration issue has sort of flared up again, in my judgment, driven by two factors. One is the general economic anxiety of Americans and the feeling that we are at an all-time high in the number of immigrants we let in every year, and that that may be depressing wages and causing economic difficulties.

But I think the far more important problem is the sense that this country has been very undisciplined in its handling of illegal immigration in ways that have cost the taxpayers an awful lot of money and undermined our sense that our laws matter. And so, I think we need to have the same attitude about immigration that I have about **affirmative action**.

This is a country of immigrants. The fact that we have so many immigrants in this country and that they come from so many different places, from so many different racial ethnic and religious backgrounds is a mother lode of opportunity for us. The fact that Hispanics are fast-moving to become our largest minority population is a God-send, given the fact that for the next 20 to 30 to 50 years our greatest opportunity for growth and trade will be in Mexico, Central and South America, and in the Caribbean. So I see this as a positive force.

And I think we have to do several things. Let me just mention some of the things we are trying to do. I think we have to examine our immigration policies in a factual, calm, nonpolitical way just as we try to do with **affirmative action**. I think we need to do whatever we can to reduce the burden of illegal immigration without unduly hurting innocent children.

As you know, I opposed Proposition 187 in California. I was unsuccessful, but I did my best -- (applause.) And I did it because I thought it was unfair to children and counterproductive and self-defeating. On the other hand, I noticed that the post-election polls showed that significant percentages of Hispanic Americans voted for it -- not a majority, but a significant percentage. And I think the reason is that a lot of people don't like having people who deliberately violate our laws spend our tax money. I think that is a very -- it is very hard to defend that practice and I don't intend to defend it.

So I have tried to keep America open as an immigration-friendly society while toughening our ability to enforce our own immigration laws and to deport people who are here illegally, especially those who come in contact with the criminal justice system. I also believe, however, it's very important that legal immigrants be encouraged to pursue their citizenship and that we do what we can to accelerate it.

I would like to look at this note here. We naturalized in 1994 half a million people. That's a 50-percent increase over 1992. And we're trying to break that record this year. I have directed the INS to get an extra almost \$10 million to help to process people for naturalization. We're trying to get volunteers. We're doing everything we can in that regard. And I have repeatedly spoken out against immigrant bashing and negative feelings.

So I think that what we need to do is to have a sensible approach to immigration. It needs to be open. It needs to be nondogmatic and nonbigoted. We need to be firm but reasonable in the way we deal with the problem of illegal immigration. And we need to try to get as many of our immigrants who want to do so to become citizens as quickly as possible so that the American people will all see that this is a part of the process of American history which is a good one for our country. (Applause.)

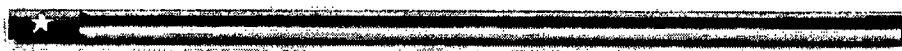
Q Mr. President, we thank you very much. And you'll have our proposal on Monday. And we're here to help you with advice if you need us. Thank you very much.

THE PRESIDENT: I always need it. I thank you. For the members of the Hispanic community who gave me advice and had input on the **affirmative action** speech, let me thank you especially. This was a very important day for America. I hope that what I said and the way it was said will reach the hearts and minds of the vast majority of the American people. I believed it very deeply. And I thank all of you who have had any input on that directly or indirectly.

Thank you very much. (Applause.)

END

2:48 P.M. EDT





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AFFIRMATIVE ACTION: A VIEW FROM THE TRENCHES
(2nd edition with updated commentary)

Civil service is dying. It's functional integrity is being destroyed by doctrines of presumptive functional equality, rights orientation, educational degradation, unbridled affirmative action, and seniority based promotional equity irrespective of merit. My environment is experiencing a large degree of internal collapse as a result of these policies. As a former graduate student in the field of psychology, I will attempt to describe these negative causal forces. It is a message of affirmative action gone awry.

The supervisor at hand, being trapped between an excessive number of problem employees and union enforced rights orientation, has abrogated control of the section - a common rather than atypical response to an impossible situation. However, this has provided an opportunity to study internalized work ethic among a mixed racial, educational, and gender group of civil servants. In order to gain precise insight into this reality a ministudy of 24 subjects was conducted and is described below. Results suggest that radical action be taken in the area of employment practices. There are crucial implications here for society as a whole because policy error has the potential of undermining the entire economy.

<<THE STUDY>> The employees evaluated are a fragment of a much larger group with similar characteristics in a large office environment. Those studied are simply close at hand and form a geographically logical region. The objective was to do 100 random observations on each individual over a period of about 4 months to determine the proportions of time spent (1) working and (2) socializing or taking care of personal business. Two techniques were developed to insure randomness. Ambiguous occurrences were not counted in either direction. Observations were generally done during normal movement through the area.

Strictly speaking, the data gathered does not completely reflect actual time spent working because no effort was made to determine what people were doing when away from the primary work location, the proportion of time spent away, or the rate of daily absenteeism. It was deemed too impractical to attempt to capture this information. What was determined was the proportion of time actually spent working while in the primary work location during time frames when people would normally be expected to work. This, in itself, provides a good basis for generalization. At this time refer to the enclosed datasheet.

<COLUMN "A" - ORDER> Evaluated subjects are listed sequentially beginning with the person demonstrating the strongest work ethic (01) and ending with the weakest (23,24).

<COLUMN "B" - RACE & GENDER> The racial and gender mix of the group is clearly indicated.

<COLUMN "C" - DEGREE??> A "yes" indicates those known to have degrees. The others are unlikely to have degrees although there could be 1 or 2 exceptions as educational records were not available to this writer. Among the 24 individuals, the educational range varies from a master's degree down to about 3 years of high school. Yet the liberal union considers this 7 year gap irrelevant in determining promotion, retention, and job selection.

Note that blacks generally are not degreed whereas non-blacks (everyone else) are. The requirements which once existed have been set aside as unnecessary barriers to upward mobility for the former (and privileged) group.

<COLUMN "D" - ACTUAL RANK> As in military rank, this column shows the relative standing of 23 of the individuals which is (historically) based on a mix of factors: seniority, selection, and education. Those without degrees generally began at the "0" or "1" level. Those with degrees began at the "2" level. By subtracting "2" from each degreed person and "0" or "1" from the others it is possible to deduce approximately how many promotional tiers each person has advanced. Figures in parenthesis indicate recent promotions for 4 individuals. Based on seniority, those at the lowest "0" or "1" levels (none exist in the test group) can jump as many as 3 or 4 promotional tiers because current rank has no bearing on advancement - only seniority. The 3 black females were promoted strictly on the basis of seniority (2 others with greater seniority apparently waived). One of the newly promoted black females has a marginal work ethic and the other two are unsatisfactory. Persons no. "03" & "04" (column "A") have degrees and are diligent workers but have little seniority. They are the last choice candidates for promotion and retention under union rules.

<COLUMN "E" - RANK BASED ON EFFORT> This is a hypothetical judgement as to what each individual's rank would be if it were based on merit solely defined by work ethic. When compared with actual rank (column "D"), variances of "2" or more (notated with asterisks) indicate probable injustices either to the individual or, more commonly, to the employer.

<COLUMN "F" - % OF TIME SPENT WORKING> These percentages reflect the proportion of time actually spent working as measured by direct observation. Note that the top employee (98%) works 9 times harder than each of the 2 weakest individuals. Internalized work ethic is a critical factor because other qualifications such as education and experience are only relevant to the assigned mission to the degree to which they are applied.

<COLUMN "G" - VARIANCE FROM THE NORM> Negative values are listed only for the 10 unsatisfactory employees. The average effort for the 14 satisfactory workers is 83%. This establishes an appropriate (albeit somewhat anemic) standard for office employees who would not be expected to work 100% of the time. (Note that in a healthy environment the 83% standard would be about 10 points higher.) The listed negative values for unsatisfactory persons are simply the difference between the 83% standard and the actual work effort as observed. These values also indicate the proportion of the wage and benefit package wasted or stolen on the part of each of the last 10 individuals. Yearly compensation for the entire group of 24 ranges from about \$30,000.00 to \$40,000.00 per individual. With cost of living increases some of the 10 unsatisfactory employees will effectively steal up to or over \$1,000,000.00 from the taxpayers in a lifetime. Such theft is absolutely no barrier to promotion and retention. Instead, discrimination against them would be considered an offense.

<COLUMN "H" - GRADE> Each measured individual was assigned the appropriate grade relative to his or her effort. The traditional grading method was used except that those who spent more time on social activities than working were graded "P" for "Parasite" - a harsh but accurate designation. Note that 42% of this staff has an unsatisfactory performance.

<COLUMN "I" - FATE USING MERIT> This is a hypothetical judgement as to the appropriate career disposition of each employee on the basis of merit (or lack of it) solely using a work ethic standard. "A"s and "B"s would be eligible for promotion (EL). "C"s and "D"s would simply be retained (RE). The "F" and "P"s would be discharged (DI). Additionally, fairness would dictate that the 9 parasitic employees be sued by government for fraudulent employment to recoup past compensation in the proportions found in column "G". Since blacks and females have a legal right to sue employers for discrimination, black females should also be able to be sued in turn - or does the concept of fairness only operate in a single direction? 10 out of 14 black females in the test group would not like fairness if they had it. Also note that for justice to prevail one would have to (properly) discriminate, in this case, exclusively against blacks - the protected class. If this were to occur and if we use \$35,000.00 as the average compensation standard, the government would save about \$231,000 (28%) a year out of an estimated yearly payroll of \$840,000. This computation assumes that the 10 unsatisfactory employees would be replaced by an equivalent 3.4 satisfactory employees working at the 83% level. Additionally, there would be great improvements in quality and timeliness of work, morale among the better workers, and a semi-professional environment rather than the current party atmosphere.

<COLUMN "J" - FATE USING SENIORITY> This is a hypothetical judgement as to what would happen if the 10 most senior employees were promoted (PR) and the 10 least senior laid off (LO) in accordance with union values. The number of years of seniority each has, relative to 1991, is listed in brackets. The seniority dates of 4 individuals are not known. If one compares each designated individual in column "J" (seniority) with the corresponding designation in column "I" (merit) there would be 11 acts of gross injustice (indicated by asterisks) among the 20 employees. Laid off would be 1 "A" person and 5 "B"s. Promoted would be 1 "F", and 4 parasites.

<COLUMN "K" - SENIOR, PREFERRED TO "#01"> An "X" in this column indicates those individuals with earlier seniority dates who would be promoted and retained in accordance with union rules in preference to the degreed white male who is the hardest worker among the 24 evaluated. Seniority and the liberal union would first choose 1 "D", 1 "F", 3 parasites, 1

"B", and 2 "C's" over the most diligent worker in the group. Only 1 of the 8 is degreed.

<COLUMN "L" - SUB-CATEGORY (bottom third of page)> In this section a number of sub-groups were evaluated ranging in size from 7 to 24 individuals. These were rank ordered and graded in accordance with their average collective effort. Gender is not a significant factor among satisfactory workers (85% to 82%) but non-black employees worked twice as hard as black female employees on the average (86% to 42%). Degreed employees worked substantially more than non-degreed (80% to 47%). The logical conclusion is that by dropping the prior educational standard (a degree) and by introducing an excessive number of inner city affirmative action persons with union sponsored "rights" orientation, the average quality of the (tested) staff dropped from a grade of "B" to a low "D" (60%) in terms of effort.

<<QUALITY OF WORK>> Although an analysis of correctness is beyond the scope of this effort a few comments are appropriate. Having reviewed work by others, it is obvious that quality varies as radically as internalized work ethic. Those who do not do much work are basically hedonistic in outlook. Hedonists avoid intellectual pain. Work (especially difficult work) can be qualitatively "swept under the carpet." Errors involve hundreds or thousands of dollars but, on occasion, can affect much higher amounts. When diminishing quality and lowered morale are factored in, productivity may have decreased more than 40% - permanently.

<<LARGE GROUP CHARACTERISTICS>> The tested group is but a fraction of a larger group with the following (approximate) characteristics: 57% black female, 11% white male, 10% black male, 8% Asian female, 6% Asian male, 5% white female, 2% Hispanic male, and 1% Hispanic female. Affirmative action has obviously been viewed as a blank check by EEO/AA forces to further (rampant) reverse discrimination. Can the measured results of the test group be generalized to the larger group? There are 2 realities. In some regions things are better but even those areas have their problem people. In other sections the same disintegrating pattern repeats itself. Some years ago this writer was on overtime in a different section where there were a half dozen whites and Asians who were working. Of the dozen blacks present one did work fully and another about 40% of the time. The others, including the only supervisor present, did virtually nothing and departed about 15 minutes early each day. Finally, I said to two of them "How about doing some work?" Most of the blacks ganged up on me with shouting and mocking language. When this was reported, management cut out overtime for everyone in the area. Those who were working lost future overtime pay because "one cannot discriminate only against blacks" even though they were the only guilty parties in this instance. Obviously, the environment suffers greatly from bad sociology.

<<COMPETITIVENESS & SENIORITY>> If government were to grant promotions within the tested group on the basis of merit as defined by work ethic, all the "A"s and "B"s would advance. Promoted would be 2 out of 14 blacks and 9 out of 10 non-blacks. If the decision were made solely on the basis of having a degree, 1 black and 9 non-blacks would advance. Were promotions based on both degrees plus an "A" or "B" work ethic then no blacks but 8 non-blacks would advance. Obviously, blacks feel shortchanged in a merit system hence the emphasis on seniority for promotion, retention, and job selection. But the seniority standard means advancing parasites in many cases at the expense of those who are far better qualified. It is obvious that people who give less than a 50% effort really do not want to work and it is self-evident that one who does not want to work is not qualified. Conscientious employees are well aware that their careers, as well as mission integrity, are being sacrificed on the alter of parasite civil rights. Granting meaningless promotions to those who do not even deserve retention while fully neutralizing the effects of advanced education embitters those who are actually doing most of the work. It also provides the unmotivated with no incentive to improve.

<<IS THIS MINISTUDY BIASED?>> One might well ask why there are no non-blacks who fall into the unsatisfactory range. Truthfully, there are none in this particular group. However, non-blacks who are parasites, including white degreed males, do exist in the larger environment. Note that in the test group there are also no black males or white females although they exist in the larger region. Also note that the top 2 black females scored better than 3 out of 4 white males in the test group. Nationally, it is self-evident that blacks have the same range of character and ability as do other groups.

<<THE PARASITIC CHARACTER>> Those who are mostly not working can be described as a friendly and highly social people possessing an entertainment oriented recreationally focused hedonistic subculture (e.g., 3 parties in 2 weeks). They do not display a willingness to attenuate to the task at hand for any reasonable length of time. Unlike their more serious counterparts they feel little moral obligation to give fair value in return for salary. Work is something to be done when one runs out of personal and social diversions. Basically, they fake their employment giving only a token effort in varying degrees. Motivating them by setting a good example is absolutely worthless. Making them uncomfortable by threat of punishment lacks credibility as the liberal rights oriented union would never allow it. Few have improved over time since the incentive to do so is lacking. They have mastered the art of complaint far better than their knowledge of work. They strive to advance by complaint rather than work. They consider themselves victims of unfairness but in reality are perpetrators of unfairness. They are jealous of "their rights" and spend much time discussing office politics but remain largely unconcerned about the intrinsic responsibilities associated with their jobs. By preaching "rights" and "fairness" to them the national liberal leadership has created something of a "Frankenstein" - the rights oriented parasite who will not be "pushed around" - or do much work either.

There is a reduced level of communication between workers and socializers indicating legitimate resentment on the part of the former group which the latter probably interpretes as racism. While latent racism may exist, most of the coolness is based upon more substantial reasons. The theory that integration results in greater acceptance should not be presumed as it is contingent upon the quality of experience one has with the other group.

<<REASONS WHY DISCIPLINE FAILS>> Here are 2 examples drawn from past personal experience. A black co-worker had made 4 consecutive personal phonecalls over a 40 minute period. I politely reminded her of her obligation to be working. Her response was the snide remark "Are you a supervisor?" I was senior but not a supervisor. My supervisor then informed me that the union did not permit non-supervisors to administer discipline. The supervisor grudgingly accepted my response that I was only using "peer pressure." In a similar circumstance with another co-worker, it was stated that our office was an affirmative action operation and that if people did not work it would reflect badly upon the concept. Her response was a complaint to management that I was making a "racist remark." Blacks have learned that such charges make everyone upset and allow them to get whatever they want. So much for peer pressure unsuccessfully colliding with false concepts of honor.

The higher the proportion of problem people the less abnormal their behavior becomes. In order to deal with the 10 unsatisfactory individuals in the test group, the supervisor would either have to attempt to prosecute one of the worst and incur a charge of "unequal treatment" or prosecute all 10 simultaneously (who happen to be all black) and incur a revolt. Supervisors try and fail. Eventually they just give up. Failure to concretely deal with problem employees eventually makes their behavior dominant. If a supervisor attempts to prosecute an employee, the employee will probably get better support from the union than the supervisor will get from management. The union can be overzealous in protecting its often guilty membership. It likes to boast of its successes.

Supervisors are out on a limb. Union rules deprive them of support from responsible subordinates who, in turn, receive no training in maintaining discipline. Supervisors also become targets of numerous frivolous grievances filed by the irresponsible element. They have no union protection nor can they file grievances against subordinates.

Poor quality staffing provides few people to choose from for the supervisory position and some qualified ones don't want it. Additionally, many of the better employees tend to be introverted. They make good workers but not good leaders. Mediocrity reigns.

In a mixed racial environment maintaining harmony and tolerance become more important than discipline and mission integrity. Harmony is generally good (at the superficial level) but discipline is bad. But an "oldtimer" indicated that 20 years ago discipline was good.

The environment suffers greatly from defective sociology. The effects of heavy discrimination in favor of black females combined with lowered educational standards can clearly be seen in column "L" of the datasheet. There also appears to be an intrinsic problem with the feminization of the staff. Females tend to be more verbal than males; they often make good teachers and commentators. However, this quality also lends itself to greater socialization. For example, among chronic personal phone call abusers who routinely spend 30 to 90 minutes per day on this activity there are only a few males among the disproportionate

number of females with this quality. Additionally, newcomer groups to the contemporary office environment may have a shallower tradition of working outside the home and are more apt to let the television view of proper behavior in the workplace influence them. Note that on fictional TV programming little work is actually done in the office environment.

The official policy toward discipline is pollyannaish and suitable only for a truly professional environment. It is inadequate to cope with large numbers of problem people. Character is difficult to reform. Official policy is that "discipline is for correcting behavior rather than punishment" but it would seem that punishment would be in order for those inclined to steal (over a lifetime) up to a million dollars in time theft.

There is an excessive emphasis on rights orientation. It would seem more reasonable to preach responsibility to poor quality staffing rather than "rights." America will continue to economically deteriorate and be outclassed by the Japanese responsibility orientation so long as it maintains an emphasis on "rights" rather than responsibility.

Defacto non-discharge policies (except for clearly illegal acts which would stand up in a court of law) means the proportion of employee "dead wood" builds over the years.

Hedonism is the default value system when higher values are lacking. It is easier to get paid for socializing than working. It is easier to claim educational discrimination than to achieve a college degree. It is easier to get promoted on the basis of seniority (existence) than on competitive merit or for management to publically distinguish between effective and ineffective employees. But the easier route leads to functional disintegration.

Management is a victim of circumstance because it lacks first the power and subsequently the will to make radical and necessary changes because of a "rights" atmosphere, civil service "safeguards" and union involvement. Administering discipline intrinsically requires some sort of singling out (e.g., demotion, docking, undesirable duties). When government gives up its ability to discriminate it also gives up its ability to control. The military routinely makes examples of those stepping out of line in order to enforce discipline while governmental managers tends to pin hopes of reform on reorganization, managerial substitution, and technology which does nothing to solve the intrinsic problem.

<<DAMAGE TO CONSCIENTIOUS EMPLOYEES>> Under seniority rules not only are less qualified blacks being advanced over far more qualified non-blacks (3 out of 4 cases in the test group) but the more educated group is losing promotions to those whose behavior is so bad they ought to be discharged. People who are college educated have found their degrees fully neutralized in order to facilitate upward mobility for the "disadvantaged" (which also includes numerous parasites). To add insult to injury, the liberal union charges them several hundred dollars a year for "services rendered" whether or not they are union members. Serious employees are forced to work in a "party" atmosphere only to watch the partying group walk off with the bulk of the seniority based promotions. Additionally, the "A" and "B" workers appearing on the chart are probably unemployable in private industry because of the bureaucracy's poor reputation. This exists mostly due to poor service generated by an unusually high number of unsatisfactory employees (42% in the test group) which is largely the result of inner city affirmative action at the non-degreed level.

<<MORALE>> Needless to say morale tends to be rather low among supervisors and more serious workers who are barely holding things together. A co-worker: "I'm tired of apologizing for where I work." Another co-worker: "If this were a private business we'd be out of business." A supervisor: "You do what you can with what you got." Another supervisor: "Lazy employees are 'a cancer' within the agency." A third supervisor mimicking subordinate attitudes: "Work? What's that?" A manager: "I used to care. I don't anymore. I've given up." A black female who would make an excellent supervisor has absolutely no interest in the position. She is not alone. Others have also voluntarily terminated their career advancement to avoid having to deal with problem staffing.

Referring to datasheet column "A". Employee #19 is intelligent and considers herself to be a good worker but gives only a 29% effort. She likes to pass difficult phone calls along to her already overburdened supervisor with the comment "they don't pay me enough." Employee #21 did virtually no work on paid overtime for the better part of a year but has recently been promoted - again. Employee #22 "loves her job" - she only works 15% of the time. Employee #24 absolutely refuses to do more than a token amount of work. They once tried to get rid of her but the effort was compromised into a transfer. By compromising government threw away the better part of a million dollars.

What this ministudy does not fully demonstrate is the ongoing and subsequent deterioration of the work ethic among those who were once disciplined workers and who maintained that effort for many years but who are now reducing effort in varying degrees. Employees #10 and #11 used to be "A" level workers in years prior to this study. In the 2 years subsequent to it, the effort given by employee #09 has deteriorated substantially from 83% and employee #10 has dropped somewhat. General observation (outside the test population) is even more pronounced and confirms the downward trend in effort among people who are well educated and who gave a good effort for many years. There are several reasons for this: First, the heavy affirmative action population in combination with a rights oriented environment has had a powerful corrupting effect. If the objective of affirmative action is to turn the non-productive into producers this intent has, to a large degree, backfired. A second reason is the betrayal of middle class aspirations in order to facilitate the interests of the "disadvantaged." The middle class was taught that in order to prosper one must get advanced education and work hard. But, under union promotional rules, these qualities are irrelevant. What counts for promotion is seniority, application, complaints of discrimination, and upward mobility considerations for the disadvantaged. With age held constant, employees with degrees are actually at a disadvantage in a seniority system because they lost 4 years of seniority in order to go to college (yet the bulk of the work flows to them). Their education and effort have been "flushed" in the struggle for parasite equality. Then there is the realization that the mission will not succeed nor will things improve as the causal forces are too well entrenched. As a result, gender, racial, and educational groups are currently moving toward parity albeit in a negative direction.

<<LIBERAL IDEOLOGY>> Contemporary assumption based views of reality need to be questioned. While viewing the datasheet consider the following principles and statements: "Equal pay for equal work," "Well, I believe everyone is equal," the virtues of "tolerance," the doctrine of "presumptive equality," the "war against standards," the separation of promotional authority from observed reality for "objectivity" and "fairness," the current emphasis on "rights" and de-emphasis of responsibility, the view that discrimination is a "high crime" while parasitism (grand theft) is no crime, that "fairness" is (a one way street), the union regard for its membership as "noble victims," the assertion that "blacks are discriminated against only because of the color of their skin," that "seniority based promotions are fair and equitable," that "equal opportunity must result in statistical parity (regardless of average group behavior). Then there are other statements critical of those just mentioned: e.g., "liberal ideology is symbolism before/without substance" and "let's be open minded, but lets not be so open minded that our brains fall out."

<<CONCLUSIONS>> The operative strategy of affirmative action being involved is to provide "fairness" and "upward mobility" by removing virtually all qualitative standards and replacing them with seniority where everyone is eventually competitive. Since the 10 people who are not much interested in working are not competitive in a meritocracy, they had to be legislated into jobs and promotions. This is absurd in that it (1) grants multiple promotions to those who really should be discharged for cause, (2) it is costly because it gives generous salaries unjustified by effort, job knowledge, and education, (3) it leads to the demoralization of those who do work and are better educated, (4) it results in increased levels of error, incompetence, inefficiency, and untimeliness, (5) it acts to neutralize both reward and punishment incentives.

Affirmative action is greedy. It has its own agenda and will not hold the qualitative line necessary to function effectively. If uncontrolled it will rival or even supplant the original mission as established by law. It sees the concept of fairness as operating only in a single direction. To a significant degree it has become an expensive form of welfare and a blank check for blatant reverse discrimination which is detrimental to both the mission and careers of its more serious employees. It should be viewed more as a struggle for jobs rather than objective fairness. In this environment the big winners are blacks, females, the lazy, and the less educated. By contrast the big losers are the conscientious, the better educated, the defined mission, taxpayers, males, the economy, supervisors, and those "served." Every unwarranted promotion is taken from someone more deserving.

The principle of non-discrimination has been overemphasized to the point of absurdity. If the old order was unfair at least it was viable. The new order is neither fair nor viable. Policies which protect the disadvantaged from unjust discrimination also protect the

parasitic from just discrimination. The new order, although not communist, has the same inherent weaknesses as the communist economic system where rewards are evenly distributed in return for grossly unequal effort. Under current policy the "disadvantaged" may be achieving pay equity but they are not learning to be productive citizens.

Black/liberal/union empowerment brought in concepts of tolerance, diversity (i.e., takeover), non-discipline, presumptive equality, rights orientation, and promotional distribution free of merit. Nationally, the "new order" believes its policies to be fairer to blacks, women, and the less educated and that effectiveness and professionalism can be maintained in a rights oriented affirmative action environment. This ministudy based on direct observation, reflection, and experience suggests otherwise.

<<RECOMMENDATIONS>> Civil service needs a strong code of employee responsibilities which sets forth behavioral expectations as well as minimum standards for effort. Employees should be made to sign a contract guaranteeing a certain level of acceptable effort. When effort consistently falls below the mandated level discharge proceedings should begin for breach of contract. There should be a policy of zero tolerance of parasitism.

Large scale non-degreed inner city affirmative action is an undo burden to the defined mission, fairness, co-workers, supervision, and management and should be curtailed. Consider offering affirmative action positions only as a two year temporary commitment to provide job experience. Those who are conscientious can later be offered regular positions.

Current ideology favors egalitarianism in terms of rewards but the test study shows that differences between individuals are too extream for the egalitarian concept to be justified. Actual behavior suggests that employees be classified (subject to periodic review) into one of the following 4 categories: (1) promotable, (2) retainable, (3) remedial, and (4) dischargeable; but to accomplish this the rights environment would have to be replaced by a public commitment to responsibility. To do less leads to degeneration and farce.

It is strongly recommended that civil service end its relationship with the unrealistic policies of the liberal public employee's union which undermines legitimate control, perpetuates personnel error, and supports meaningless promotions.

Personnel policies need to be more realistic and less idealistic. A degree of cynicism is required. Many who apply for jobs are really not applying for work - just income. Policy makers should give more emphasis to observed reality rather than feel good assumptions. Educational standards should be upheld and not be viewed as simply a barrier to upward mobility. Exceptions can be made in cases where a non-degreed individual clearly excels or a degreed person fails to meet expectations but it is a mistake to dismiss advanced education on a categorical basis. Functional equality should never be simply assumed.

The term "discrimination" must have its positive connotation restored in the area of public discourse. Two different concepts and terms are needed: one positive and one negative. Parasites should be discriminated against but the negative connotation should also remain to address situations of discrimination unrelated to lack of merit.

Supervisors need to be encouraged rather than discouraged from taking action against problem employees - perhaps a lawyer to review and assist prosecution plus perioding consulting access to a motivational psychologist. This would allow high level management to keep track of the volume and nature of supervisory complaints.

Responsibility must be emphasized. Unmotivated employees should either be placed in circumstances where they are forced to work (like an assemblyline) or a highly controlled environment with a discipline level of about half that of military basic training.

<<SIGNATURE>> I shall remain anonymous. I realize that this is an impropriety and may act to lessen the credibility of this effort, however it is my intention to widely distribute this material in order to inhibit similar deterioration in other environments. This is viewed as more important than disclosing my location which, in my opinion, is beyond redemption. Disclosure would result in excessive feedback and in censorship and retaliation from too many directions. I must also consider that I am unemployable in private industry, as are all the "A" and "B" people in the test group, due to negative association. If government cannot demonstrate the viability of having a rights oriented affirmative action environment then it has no business dictating policy to private companies. One would have hoped that the governmental, black, liberal, and union approach to the large problem element within the wider affirmative action population would have been more profound than "Pack em in! Lock em in! Move em up! Parasite Rights! Parasite Rights!

INTERNALIZED WORK ETHIC MEASURED AS A FUNCTION OF RACE, EDUCATION, & GENDER
(Spring 1991)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>	<u>H</u>	<u>I</u>	<u>J</u>	<u>K</u>
<u>ORDER</u>	<u>RACE & GENDER</u>	<u>DEGREE?</u>	<u>RANK ACTUAL</u>	<u>RANK EFFORT</u>	<u>% TIME WORKING</u>	<u>VARIANCE FROM NORM</u>	<u>GRADE</u>	<u>FATE USING MERIT</u>	<u>FATE USING SENIORITY</u>	<u>SENIOR, PREFERRED TO #01</u>
01	White Male	yes	3	5 *	98%		A+	EL	PR [20]	*
02	Asian Female	yes	5	4	94%		A	EL	-- --	
03	Hispanic Male	yes	2	4 *	92%		A-	EL	* LO [03]	
04	Asian Male	yes	2	3	87%		B	EL	* LO [03]	
05	Asian Female	yes	3 /2/	3	86%		B	EL	* LO [12]	
06	Black Female		?	3	85%		B	EL	-- --	
07	Black Female		3 /2/	3	85%		B	EL	PR [20]	X
08	White Male	?	3 /2/	3	83%		B	EL	* LO [08]	
09	Asian Female	yes	3	3	83%		B	EL	* LO [16]	
10	Asian Male	yes	3	3	83%		B	EL	* LO [16]	
11	White Male	yes	3 (5)	3 *	82%		B-	EL	-- --	
12	Black Female		2	2	78%		C+	RE	PR [20]	X
13	White Male	yes	3	2	70%		C-	RE	PR [20]	X
14	Black Female		2 (4)	1 *	62%		D-	RE	PR [30]	X
15	Black Female		3	0 *	57%	-26%	F	DI	* PR [30]	X
16	Black Female		2	0 *	40%	-43%	P	DI	* PR [19]	
17	Black Female	?	2 (4)	0 *	37%	-46%	P	DI	* PR [21]	X
18	Black Female		2	0 *	35%	-48%	P	DI	LO [13]	
19	Black Female		3	0 *	29%	-54%	P	DI	* PR [25]	X
20	Black Female	yes	2	0 *	24%	-59%	P	DI	-- --	
21	Black Female		3 (4)	0 *	23%	-60%	P	DI	* PR [24]	X
22	Black Female		3	0 *	15%	-68%	P	DI	LO [15]	
23	Black Female		2	0 *	11%	-72%	P	DI	LO [17]	
24	Black Female		2	0 *	11%	-72%	P	DI	LO [16]	

L

<u>SUB-CATEGORY</u>	<u>%</u>	<u>GRADE</u>	<u># OF INDV</u>	<u>SYMBOLS</u>
Satisfactory Degreed Employees	86%	B	9	: [] years of service
Non-Black Employees	86%	B	10	: () promoted to
Male Employees	85%	B	7	: *
Satisfactory Employees	83%~	B	14	: probable injustice
Satisfactory Female Employees	82%	B-	7	: / / downgraded by union
Degreed Employees	80%	B-	10	: rules due to lack of
All Staff Evaluated	60%~~	D-	24	: seniority/application
Female Employees	50%	F-	17	: during reorganization
Non-degreed Employees	47%	P	14	: ~~ average % of time
Black Female Employees	42%	P	14	: spent working (for
Unsatisfactory Employees	28%	P	10	: all 24 evaluated
				: individuals)

ADDENDUM

<<ABSURDITIES>> Using seniority as a basis for promotion, retention, and job selection in an area where there is a 7 year variance in education, a 9 to 1 variance in effort among individuals (98% to 11%), a 2 to 1 variance in effort between non-blacks and blacks (86% to 42%), and a 3 to 1 variance between satisfactory and unsatisfactory employees (83% to 28%) is unjust and absurd. Direct observation contradicts equalitarian assumptions.

Equal Employment Opportunity/Affirmative Action is actually a fallacy (i.e., "having your cake and eating it too"). These are not logically compatible concepts. EEO/AA advocates ought to be compelled to argue for one principle or the other. Although non-blacks work twice as hard as black females in the test group, black females are the preferred category comprising 58% of the test group and 57% of the larger group. Affirmative action exists as a blank check for rampant reverse discrimination. Government fawns over the rights of the "disadvantaged" but is, to a large degree, being played for a fool. With affirmative action it discriminated in favor of 1 "F" and 9 parasitic employees in order to get 2 "B's", 1 "C", and 1 "D" among black females within the evaluated population.

Permanent employment for those not much interested in working is expensive, unjust, and illogical. They say government provided lifetime employment for employees nos. 22, 23, & 24 (column "A") it threw away up to or over a million dollars each. The behavior of employees #21 & #24 has not changed in the approximately 10 years this writer has known them.

Parasitism is absolutely no barrier to promotion. Conversely hard work is irrelevant to promotion. This writer once attempted to prosecute a white female who gave only a 30% effort, was turning in fraudulent production reports, and had boasted "I don't have a conscience." The attempted prosecution was taken to 3 levels of management and basically ignored. A few months later the woman was promoted to what is probably a managerial position because she was intelligent, attractive, articulate and could give a good interview.

"Gravytrain" or "something for nothingism" is an effective principle of affirmative action. Since many of the preferred group do not do much in the workplace we can extrapolate that they also did not do much in high school. They may or may not have gone through a remedial training program. They got their position in government due to affirmative action. They have guaranteed lifetime employment in a work optional environment. Their advancement is assured by seniority rules and, if challenged, they have a strong liberal union to fight for their rights as "victims." The fundamental question is to what extent should mission integrity and the interests of the productive be sacrificed to bolster the unproductive.

Four years of seniority is considered equivalent to a degree for promotional purposes under current rules but many beneficiaries of this policy have not even mastered the concept of work in periods ranging from 13 to 30 years (among those tested). Ironically, had degreed individuals skipped college and entered civil service directly they would have been more successful in terms of obtaining promotions based on 4 additional years of seniority.

Qualifying the unqualified is another operant principle of affirmative action. This is accomplished by lowering educational requirements, separating promotional authority from observed reality, downgrading the effect of evaluations, abolishing both objective and subjective measures as biased, holding seniority paramount, presuming functional equality, watering down disciplinary measures to render them ineffective, and facilitating discrimination in favor of blacks and women while forbidding the concept to act against them.

<<PERVERTED CONCEPTS>> Equal opportunity used to mean that a person who could best perform the task got the job or promotion regardless of race, gender, etc. Now it means guaranteed equal (or better than equal) advancement irrespective of merit in order to achieve statistical pay equity among groups of individuals. But measured reality shows radical differences between individuals, between some groups, and within groups. Note that the proportions of work focused vs. recreationally focused employees will vary according to the group, nature of the work environment, and external controls imposed or not imposed.

Seniority based promotions presumes greater competence based on experience. But viewing column "F" on the chart indicates that experience is acquired at radically different rates. Additionally, a college graduate is much more likely to be inquisitive about how things operate. Experienced employees are unlikely to mentor those viewed as lazy.

Discrimination used to have a positive as well as negative meaning (e.g., "the principled discriminating man"). Its contemporary soley negative connotation acts to protect parasites as well as minorities. There are 2 basic theories regarding discrimination against blacks.

The first is that they are discriminated against because of racial characteristics which are irrelevant to functionality. The second theory is that they are a high risk group containing a disproportionate number of problem people. In the test group 3 or 4 black employees, by their behavior, act in support of the first theory while 10 support the second. A look at the larger staff which is approximately 57% black female, 67% black, 71% female, and almost 100% affirmative action of one kind or another shows that EEO/AA forces have no problem with advantageous discrimination in spite of an official policy against it. Ironically, a supervisor cannot discriminate against protected individuals who work less than 50% of the time (and less than 10% of the time on overtime) without serious grief.

Blacks get excessive mileage out of charges of "discrimination." While unfair discrimination is a valid consideration it should not be the sole overriding principle. Questions of fairness also involve maintaining mission effectiveness and integrity, recognizing the value of advanced education, fair value in productivity in return for salary, and imposing strong discipline and just discrimination when warranted.

Promotion used to mean greater status, authority, and salary in return for increased responsibility, superior job knowledge, competence, loyalty, and leadership. Under the new order, promotion is a seniority based right irrespective of merit. Sometimes there are exceptions to the seniority rule such as the clause "for those who are qualified." But to say someone is not qualified, even if true, is a form of discrimination - the ultimate sin. So the qualification fails. Another exception to seniority based promotions is the phrase "unless demonstrably superior." But unless one is virtually next in line in seniority he or she will not even have an opportunity to argue superior qualifications.

Equal pay for equal work is a valid principle but the presumption of functional equality is (often) false. Referring to the chart (columns "A" and "F") employees #1 and #22 are probably getting the same pay even though the first works 6 1/2 times more than the second. The doctrine of presumptive equality closes its eyes in defiance of reality and acts on the premise that every individual and every category is functionally equal. Contradictory evidence is dismissed as racist, sexist, discriminatory or, if recognized, would imply that distasteful action must be taken against a protected class. The pervading personnel philosophy is equalitarianism instigated largely to placate minority sensibilities. But what exists, in reality, is a wide range of inequality between many individuals, within categories, and between certain categories. A glance at the column "L" shows instances of relative parity and also radical inequality among groups. Looking at the results of the ministudy it would be logical to conclude that, in the test group, non-blacks are paid primarily for working while black females, as a group, are paid primarily for not working. Policymakers should be wary of claims of salary inequity based on statistical studies lacking behavioral observation. It is important not to confuse the concepts of constitutional equality and equality before the law with functional equality.

Prejudice normally involves (1) a negative view and (2) a misperception. Everyone should agree that it is wrong to blame people for something which they have no control over. However, black and liberal advocates often dismiss any negatively expressed view as "prejudiced." In early 1991 a number of black columnists decried a poll result showing that many respondents regarded blacks as "lazy" as evidence of societal prejudice. But the ministudy at hand would act to support those polled rather than the columnists. To dismiss a negative view which is true as "prejudice" is, in itself, to exhibit prejudice - against truth.

That people should be judged as individuals is a frequently offered alternative to a categorical evaluation which may be prejudicial. Technically this principle is correct; it is fair to the individual and is supportive of a merit system in business and government. There are, however, some pragmatic problems. First, it requires a close evaluation. Second, it will require the use of subjective judgement in many areas. Third, objective judgement (e.g., tests) will result in unequal statistics. Lower end effort people do not want to be closely evaluated, subjective judgement may be biased, and statistical equality is used to demonstrate "progress." Hence, the "judge as an individual" principle tends not to be implemented. The effective result is non-discrimination between working and recreational employees because to do so would offend protected groups. So the principle fails.

Martin Luther King's famous quote that "people should be judged by the content of their character rather than the color of their skin" has validity but is ironic in that it also defines the problem: sloth, hypocrisy, irresponsibility, ingratitude, and intimidation. Negative characteristics demonstrated by the bottom rung of employees are rooted in questions pertaining to character and culture more than poverty, intelligence, or education.

CAREER STATUS SIX YEARS AFTER THE SPRING OF 1991 MINISTUDY
(DATASHEET II) (Summer 1997)

A	B	C	D	D1	F	D2	H	I	J
ORDER	RACE & GENDER	DEGREE?	ACTUAL RANK WINTER 1991	ACTUAL RANK SUMMER 1997	% TIME WORKING BY OBSERVATION	ACTUAL FATE AFTER 5 YEARS	GRADE BASED ON EFFORT	FATE USING MERIT	YEARS OF SENIORITY IN 1991
01	White Male	yes	3 @	3	98%	retired	A+	EL	[20]
02	Asian Female	yes	5	5	94%	no change	A	EL	--
03	Hispanic Male	yes	2	1	92%	LO, then RE & DG	A-	EL	[03]
04	Asian Male	yes	2	0	87%	laid off	B	EL	[03]
05	Asian Female	yes	3	2	86%	downgraded	B	EL	[12]
06	Black Female		5 @	5	85%	retired	B	EL	--
07	Black Female		3	5	85%	DG, then promoted	B	EL	[20]
08	White Male	yes	3	1	83%	DG, LO, then RE&DG	B	EL	[08]
09	Asian Female	yes	3	2.5	83%	combined down	B	EL	[16]
10	Asian Male	yes	3	4	83%	promoted	B	EL	[16]
11	White Male	yes	3	5	82%	promoted	B-	EL	--
12	Black Female		2	2.5	78%	combined up	C+	RE	[20]
13	White Male	yes	3	2.5	70%	combined down	C-	RE	[20]
14	Black Female		2	4	62%	promoted	D-	RE	[30]
15	Black Female		3 @	?	57%	no information	F	DI	[30]
16	Black Female		2	2.5	40%	combined up	P	DI	[19]
17	Black Female	yes	2	4	37%	promoted	P	DI	[21]
18	Black Female		2	2.5	35%	combined up	P	DI	[13]
19	Black Female		3	3	29%	no change	P	DI	[25]
20	Black Female	yes	2	2	24%	title change only	P	DI	--
21	Black Female		3	4	23%	promoted	P	DI	[24]
22	Black Female		3	4	15%	promoted	P	DI	[15]
23	Black Female		2	4	11%	promoted	P	DI	[17]
24	Black Female		2 @	?	11%	no info on rank but still employed	P	DI	[16]

L	M
SUB-CATEGORY	GROUP WORK ETHIC
GRADE	# OF INDV ORIG:MODIF
PROMOTIONAL INCREMENT	SYMBOLS
Satisfactory Degreed	86%
Non-Black Employees	86%
Male Employees	85%
Satisfactory Employees	83%
Satisfactory Female	82%
Degreed Employees	80%
All Staff Evaluated	60%
Female Employees	50%
Non-degreed Employees	47%
Black Female Employees	42%
Unsatisfactory Employees	28%
B	9 < 9>
B	10 < 9>
B	7 < 6>
B	14 < 12>
B-	7 < 6>
B-	10 < 11>
D-	24 < 20>
F-	17 < 14>
P	14 < 9>
P	14 < 11>
P	10 < 8>
-15%	:
-15%	:
-16%	:
+1%	:
+17%	:
-6%	:
+14%	:
+27%	:
+43%	:
+44%	:
+37%	:
@ not used when calculating data in column M ! original data modified due to new information COMBINED means two ranks were merged into one LO laid off RE recalled years later DG downgraded	

SIX YEARS LATER

This section represents a 1997 update of the enclosed 1991 mini-study. The 24 subjects initially evaluated for effort no longer function in the same geographical area. A datasheet titled "Career Status Six Years After the Spring of 1991 Ministudy" repeats certain columns of original information but replaces projected outcomes with actual data. In part, this update concerns the career status of both individuals and sub-groups after 6 years. COLUMN "D1" is a mathematical representation of the relative rank of each employee in 1997. COLUMN "D2" gives a very brief summary of what happened to each individual (the word "promoted" can also mean upgraded). Employees laid off or downgraded suffered that fate due to lack of seniority or application during reorganization. Ranks "2" and "3" were combined into a new rank (2.5). Most of the original 3's were college graduates who lost status but not income. Most of the 2's were high school educated black females who gained income but not status.

COLUMN "M" displays a numeric value which demonstrates how each group progressed in terms of advancement. Four of the 24 employees (marked "@") were not used in the following computation because they either retired or because there was insufficient information regarding their current rank. However, employee #4 was included with a rank of "0" because he was involuntarily and permanently laid off. The heading "# OF INDIVIDUALS (MODIFIED)" shows the number of persons included in each group after adjustments. The ranks appropriate to each group (column "D") were totaled to create a mathematical baseline. The corresponding values in column "D1" were similarly totaled and a proportion was used to determine the promotional increment (column "M"). The average employee gained 14% in rank. Diminished are the top 3 groups in terms of performance based on work ethic: satisfactory degreed, non-black, and male employees. This was due to a loss in seniority resulting from college attendance and/or prior work experience plus layoffs, combinations, and a strong upward mobility bias in favor of non-degreed black females. Since the number of promotional slots is limited, the careers of the relatively better workers were largely sacrificed in order to insure upward mobility for the "disadvantaged." Note that of the 10 individuals recommended for discharge due to excessive time theft (column "I"), 4 were promoted while 2 others advanced slightly.

Extended breaks and lunch hours, tardiness, out of area socialization, and using sick leave as vacation leave is not reflected in column "F" data. Were that information attainable the percent of time spent working would drop significantly especially among parasites. The evaluated group is actually an F-quality staff in terms of work ethic (and not D-) despite the fact that it contained a number of reasonably capable people.

Lacking any employer criteria regarding satisfactory vs. unsatisfactory behavior as a percentage of time spent working, the normal educational standards have been used as a grading mechanism (column "H"). However, employers need not use this standard (e.g., those working less than 90% of the time could be viewed as unsatisfactory).

FORMULA FAIRNESS: The new "fairness" system turns a blind eye to individual behavior and makes personnel decisions from remote locations by analyzing sociological data in order to guarantee desired outcomes in hiring and promotions which will benefit EEO/AA recipients. The objective is to create positive statistics showing the "disadvantaged" advancing through "equality" and "upward mobility." "Fairness" is guaranteed by insuring that the promotional authority is blind and ignorant (i.e., free of bias) regarding any specific individual. Evaluations are given but appear to have no bearing on outcomes. Average group performance is also irrelevant. The desire is to provide a classless workforce (as opposed to a mobile class hierarchy). To see the effect of policy implementation review columns "F," "D2," "L" & "M."

PROMOTIONS: Traditionally, people first proved themselves worthy of promotion and were then promoted. Ideally, advancement should be affected by the virtues of effort and productivity, intelligence, relevant and general level of education, experience, leadership, testing, a resume of qualifications plus committees of supervisors and managers making subjective judgements based on direct experience. But none of this applicable to the majority of promotional slots (those controlled by the union). Relevant factors governing promotions currently include application, seniority, qualifying people nearing retirement for greater pensions, and producing desired EEO/AA upward mobility statistics.

Promotions granted outside the contract are generally reasonable. But a good worker may not be a good leader and the person who can give the best interview may still be a parasite.

TACTICS & STRATAGEMS: There are a number of tactics used by the dominant black, liberal, and union forces to implement upward mobility: (1) Seniority works against college graduates and those with prior work experience because such assets only count as a loss of seniority for the majority of promotional slots controlled by the union. (2) Dominant forces have conducted a war on standards by eliminating or substantially reducing considerations based on advanced education, formal testing, and subjective evaluation. (3) Combining people at two different ranks works to the advantage of those at the lower level and is facilitated by the tactic of reorganization. (4) Discrimination is held to be a serious offense. Those with superior qualifications but less seniority need not make any effort to assert that they are better qualified (even when the differences are radical). (5) The doctrine of presumptive functional equality means that individuals and groups need not prove equal merit because it will simply be assumed. Since many blacks would not do well in a real meritocracy the concept has been eliminated (except to some extent at the non-union managerial and supervisory level).

One problem with these tactics is that grossly unqualified people are being viewed as qualified. The new order fails to adequately serve objective fairness, excellence, motivation, everyone who pays taxes, supervision and management, clients, the assigned mission and even legitimate black aspirations (because it causes a backlash of resentment). It sacrifices mission integrity and the careers of its more productive people in a struggle for parasite equality for a purely theoretical assumption of fairness.

HIDDEN CONSEQUENCES: Here are some of the effects "progressive" principles have had on the upper end of the evaluated staff (and probably not recognized by policy makers): // EMPLOYEE #1 took an early retirement. He said that he would have liked to have worked another 4 years but that conditions were excessively bad. He was particularly perturbed by employee #22 who sat nearby recreating while he worked. EMPLOYEE #22 has since obtained - through affirmative action, parasitism, and non-discrimination - a higher rank than employee #1 ever achieved though hard work, competence, and advanced education. // EMPLOYEE #5 was in an emotional state, which could be described as "angry tears," when she learned that she was being downgraded due to a lack of seniority during reorganization while other people with much less education and effort were being promoted. // EMPLOYEE #10 stated that he no longer works as hard as he used to because hard work only resulted in him doing the work of lazy people. He was offended by employee #21 whose work he had once reviewed (and personally corrected on overtime) but who was promoted ahead of him. // In years prior to the 1991 ministudy, EMPLOYEE #11 (normally a well educated, competent, and disciplined employee) went parasitic for a number of months. When asked why he had stopped working he expressed resentment at the large number of unqualified people being rapidly introduced and said that a quick mission failure was preferable to drawing it out over many years. EMPLOYEES 10, 11, and 13 once had work ethics 10 to 15 points higher than indicated on the datasheets.

There were other consequences outside the 24 subjects viewed: // For example, this writer has disseminated a large number of earlier editions of this mini-study. The Washington Information Directory is a prime source of current mailing addresses. // During the rapid influx of black high school graduates a number of white male college graduates attempted, with or without success, to move to other work environments. // A degreed black male who works and is both personable and competent was laid off for 2 or 3 years due to lack of seniority and later recalled at a lower rank (downward mobility). // One college graduate confided that he had become a racist because of what had become of the work environment. He said that he used to be a concerned liberal but that negative experiences had changed his mind. He was particularly perturbed by employee #21 who he said had entered government service under a remedial typing program (and who was earning about \$46,000 in 1997 after at least 3 promotions). Ironically, he himself was a parasite spending much of the day wandering around looking for social conversations. Retaliative and hedonistic parasitism plus a serious health problem were causal factors. // A working college graduate covertly made the embittered comment that (under the current system) "(a vulgar phrase) wins, everyone else loses... if you're lazy, if you don't want to work, if you're a ripping off the taxpayers, (then) you're a winner." Lamented was a negated advanced education and an arrested career "for (vulgar word) equality and (vulgar word) upward mobility."

PORTRAIT OF A PARASITE: The subject chosen for observation is a black female with more than 20 years of "experience" who earned between \$44,000 to \$48,000 in 1997 (including overtime and benefits) which is equivalent to a working college graduate in government or a low level manager in private industry. She was not part of the original group of 24 subjects.

At the beginning of each workday it normally took her 45 minutes to "build up steam" in order to actually begin working (although this could vary from 10 to 75 minutes). She routinely took a 1.5 hour lunch hour (but occasionally snuck 2 hours) plus two 45 minute breaks. She was involved in 5 to 18 personal phone calls each day ranging from 1 to about 40 minutes in duration. Her incoming personal calls were frequently cued pending response. While some work was done during personal phone calls, her intellectual activity was focused on socialization. She belonged to a recreational network of people similar to herself who also took long breaks and made frequent personal calls in order to provide mutually beneficial distractions from work. Several times a day she disappeared (out visiting friends) and also entertained visitors for 20 minutes or so at her desk. When not on overtime, the last hour of the workday was spent on her second 45 minute break plus a 10 minute early departure. That left only 5 minutes (which was too short a time to do any useful work). She subscribed to the principle "don't take care of personal business on personal time when it can be done on government time." The slightest excuse provided a rationale for not working.

She has two behavioral modes: work mode (an estimated 60% effort) and recreational mode (about a 10% effort). During Thanksgiving, Christmas, and New Year holidays recreational mode lasts a week or more in each instance (this characteristic has also been observed in other employees of the same class). Vacation is usually preceded by at least a full day in recreational mode. Birthdays are spent recreationally. The average counterperson at any fast food restaurant does far more for about a third the salary in much less comfortable circumstances.

This individual is a tokenist who comes to work primarily to socialize. She lacks perseverance; her satisfaction comes from social hedonism rather than meeting a moral commitment to work. She appears to find work boring and strives to get by with minimal effort and frequent diversions flitting from one social encounter to another. The "need" to be entertained while working also manifests itself when she sings aloud. This writer has never seen her request research material. She routinely misinformed business callers due to mis-observation and habit. While some legitimate work was accomplished, from that one must deduct her phone bill and time drawn away from other employees. She seemed motivated to generate good production statistics (but do little real work). Work not done by her was sometimes pooled, given a higher priority, and then assigned to other people (partly on overtime). She was also allowed overtime (partly at time and a half) in order to do the work not done on regular time. (When offered, overtime is normally allowed for everyone whether they chose to work or not because discrimination on an individual and subjective basis is a major offense).

This subject has a pleasant personality but it is important not to confuse personality with character. She is wholly unqualified for any type of office position due to an excessively active social life. Under the current "fairness" system she has obtained permanent lifetime employment, overtime, retirement benefits, and multiple "fair share" promotions based on the doctrines of presumptive equality and non-discrimination. She was, however, not the weakest member of the section. Two other black females had even worse work ethics but were not evaluated in detail because they had much shorter track records.

A nearby coworker was adversely effected in terms of reduced effort because the subject's successful socialization reinforced her own indiginous recreational behavior (extrinsic social reinforcement undermines productive intrinsic motivation).

The subject's supervisor was not a disciplinarian and was sometimes unreceptive to complaints (M.Y.O.B.). However, the person under discussion was counseled on a few occasions. This resulted in temporary improvements. The potential reinforcers were not effective after several weeks because they were not expected to have any serious consequences.

Looking past severe behavioral problems is a typical rather than unique supervisory response in this environment. Only one supervisor known to this writer - a black female and excellent person - seems to enforce discipline on a daily basis (with partial success).

A nearby black manager has a somewhat laissezfaire attitude toward work and is a poor role model in that regard (but is well educated and intellectually competent). A white manager seems to court favor with blacks and is unlikely to enforce discipline beyond counseling. A higher level manager seems to be holding out until retirement. The highest level manager never comes around. In 1997 some black females were observed holding a party in an office vacated by a manager. This is symbolic of what has happened to the overall environment.

DUD RATIOS: Subjectively, blacks appear to have a similar range of character and ability as other groups. Their top end people are good and capable individuals. They do not lack

intelligence (they successfully played the powers that be for a dupe). In general, this writer would characterize blacks as a friendly and highly social people who tend to produce good athletes and can certainly hold their own in the entertainment industry. They do, however, have an extremely high dud ratio (an important concept in civil service). Duds are defined as people who don't come close to earning their salary due to serious character defects. Duds are inferior people because they are ultra-lazy, hedonists, thieves, hypocrites, ingrates, betrayers of legitimate group aspirations, destroyers of morale, and falsifiers of documentation certifying that they actually worked. The contrary view is simply incompetent idealism. Virtually all gender, ethnic, and educational groups as well as combination groups have dud ratios. The difference in ratios between various groups may be significant, insignificant, or radically significant as suggested by column "L" data.

Blacks often display a high level of impropriety in the workplace. There appears to be a "need" or predisposition to be entertained while working which represents an immaturity unrelated to youthful age. // One black female, with "be all that you can be" type posters on her wall, sees nothing wrong with spending 2 to 5 hours each day on personal phone calls. She once expressed an interest in making her temporary government job permanent. // Another individual picked up the phone exclaiming "Hi! How's it going!" - it turned out to be an unanticipated business call. // A third announced that she was taking an extra lunch hour following a provided holiday meal because "everyone is doing it...it's only fair." That was not the case nor was there any authorization for an extension. // Several black females walked out of a training class because it was their break time. // Another, "earning" about 48,000/year after multiple promotions, expressed an interest in finding out when the next salary increment would occur but spends most of the day socializing, doing recreational reading, and sleeping. // A supervisor comments that they tend to grieve everything. // This writer has encountered 3 black females who simply refuse to work (giving a less than 10% effort). One of these management unsuccessfully attempted to discharge. The other two were transferred in from other job locations. Upon receiving a request to provide needed reinforcement those other locations promptly forwarded their problem people (dud dumping).

Because blacks have a high dud ratio they tend to blight environments and are, therefore, resented. One interpretation of this resentment is to simply define it as racism but the problem is very real and not solely based on something superficial (such as skin color). Traditionally, employers have sought to protect themselves by practicing discrimination. This facilitates ghettoization, poverty, and is unfair to blacks who are conscientious. However, the current remedies of anti-discrimination laws with equalitarian behavioral presumptions support a host of offenses against objective fairness and efficiency.

A HISTORY OF WHAT WENT WRONG: When this writer first became employed in a government suburban office everyone worked. There were personality conflicts and different capabilities but there was no chronic parasitism. Except for a few clerical workers, everyone was a college graduate. Most of the males were military veterans. There was only one black male; he worked and eventually became a high level manager. Later, moving to a city location, a first impression was that the staff was a bit anemic but things were not terrible, people basically worked, and supervisors did impose some discipline. Frankly, the real downturn came with black empowerment, a rapid influx of largely undisciplined black females, and a subsequent war on standards supported by the union to facilitate upward mobility for the "disadvantaged." Testing and degree requirements were reduced or dropped, there was a greater emphasis on rights, seniority, and non-discrimination plus a weakening emphasis on responsibility and subjective judgments. But EEO/AA interests failed to provide a qualified staff and are largely responsible for creating a partially disintegrated work environment.

WHY DISCIPLINE FAILS: In addition to causal factors stated elsewhere, here are some additional insights: government was extremely ill advised to make broadly defined discrimination a high crime because it lost its ability to retain effective control of the workplace. Additionally, it is illogical to advance rights mode thinking among F-quality staffing.

There is a false perception of semi-professionalism left over from the days when a degree was a job requirement. One result of this is that employee work stations are semi-private which facilitates parasitism. This mission would be better served in a large open area where employees work facing their supervisors and punching a time clock.

During initial employment interviews, people with the responsibility to hire can't readily discern quality of character. This can only be determined subjectively over a period of time by someone in close proximity. There has to be an effective mechanism to identify and either

reform or eliminate selection errors retroactively.

Blacks are particularly sensitive to having their behavior questioned by peers and even by supervisors. Having "come up from slavery" they often feel a duty to resist even modest, polite, and reasonable admonitions as a "point of honor." This results in both formal and informal rules against peer pressure which might escalate into a distasteful confrontation.

Another problem is an unwillingness to publicly contradict the prevailing equalitarian ideology. Whites are afraid of being called a racist and blacks a traitor if they officially report that a very large portion of the EEO/AA population is unproductive. For example, some years ago a state senator was publicly savaged (by those who don't believe in free speech and corrective democracy) for stating that some blacks have a poor work ethic. Making a meek, accurate, and qualified statement resulted in demands for censorship and resignation.

Bottom end people are hedonists motivated by pleasure and pain and both of these incentives have been eliminated. Minimal effort employees know that the hierarchy and various civil rights organizations will block any efforts to impose any serious consequences for parasitism. Counseling is ultimately ineffective while suspension without pay is compensated with additional time off. So pain has been eliminated as an incentive. As to pleasure, they already have a secure and comfortable environment, do only token amounts of work, and are slated to get meaningless "fair share" and "upward mobility" promotions regardless of effort.

Among the lower end people there appears to be a lack of achievement motivation. Instead, there is an attempt to maintain the illusion of working while actually evading work. Such lack of perseverance occurs because satisfaction comes from hedonistic behavior. Negative imitation and social loafing (let someone else do it) are also apparent. Among EEO/AA policy makers, success motivation seems to be defined solely in terms of providing beneficiaries with secure jobs, "fair share" promotions, and favorable upward mobility statistics.

Laws and regulations designed to prevent discrimination for illegitimate reasons are also effectively inhibiting discrimination for compelling reasons. Most of the offenders are from protected classes and any attempted prosecution may backfire (the disciplinarian may be charged with bias or racism simply because it is an effective tactic).

When people feel that they are being treated unfairly they sometimes respond by reducing effort. This can be seen among some of the non-black employees and has, for obvious historical reasons, influenced blacks to an even greater degree.

The entire mechanism for maintaining discipline falls on the supervisor who is not always available or who simply does not want to become involved in imposing disciplinary measures because to do so is ineffective, distasteful, may appear authoritarian, and probably won't be adequately supported by higher echelons. But the refusal to discharge or impose severe consequences on the parasitic element allows "dead wood" to accumulate.

When supervisors are saturated with problem people and burdened by rules against discrimination with its attending procedural supports they often move away from imposing any real discipline. Since they did not create the untenable situation or hire the unqualified employees they don't take full responsibility for solving the resulting problems. They often cope by becoming ultra-tolerant and by pretending not to notice excessive time theft. They have also become weary of people who require constant control in order to be productive.

There exists an environment of tolerance which values concepts such as "mind your own business," "diversity (of behavior)," plus an inability to officially contradict presumptive equality which undermines the will to resist. Efforts at imposing discipline are only occasional and often overgeneralized by memorandum. What has evolved over time is that, in most areas, people can work as much or as little as they want to with no anticipation of any corresponding reward or punishment. Supervision and management have largely removed themselves from enforcing discipline preferring to concentrate on other aspects of their functions. They don't want to fight the procedural, legal, and political battles which would be necessary to prosecute parasites because the battle is viewed as lost before it is joined.

Office environments have a much greater potential for abuse than assemblyline work or facing a cue of customers. Semi-private access to a free phone system invites chronic abuse (especially for females). Such work areas require special control mechanisms and a greater selectivity in employment in order to insure productivity. Flexible hours is popular but also subject to abuse. The person discussed under "Portrait of a Parasite" schedules overtime and lunch hour extensions during periods when the supervisor is usually not present.

The behavior described herein is partly a reflection of the overall quality of the staff. Avoiding this circumstance is why private companies are selective in the first place and prune "dead wood" in order to stay functionally healthy.

There appears to be a lack of communication between people who make high level policy and those expected to implement it at the local level. Personnel policy makers and supervisors need to have discussions in order to determine if high level policies are working.

CAUSALITY: This writer believes in multiple causal factors as a reason for personnel failure pertaining to a particular class (cultural, gender, racial, & educational). But what is primarily evident among the poorer workers is a chronic laziness and sometimes retaliatory parasitism (the attitude that one is a victim which society owes compensation - i.e., a "free ride"). The culture of hedonism among blacks also manifests itself in areas ranging from a high incidence of drug use and illegitimacy to an exuberant form of religious worship.

LOCAL IMPLICATIONS: In the environment being evaluated there has been a fundamental disconnection between salary and effectiveness. An inverse relationship has occurred between merit and promotions (see columns "L" & "M"). Also, there is a lack of reward for many people who do choose to work. In many cases their only rewards beyond salary are: (1) career martyrdom and (2) to be reassigned the work of lazy people. Even if they are promoted to supervisor they will then have to either deal with problem people with inadequate resources or permit subordinates to steal time on their watch and suffer a loss of self-esteem.

Among offenses, excessive time theft falls somewhere between a minor misdemeanor and no offense at all even though the better part of a million dollars will be stolen over a lifetime for each serious offender. Ironically, had one of those individuals been apprehended stealing a \$500.00 piece of office equipment it may very well have resulted in a discharge.

The "disadvantaged" are not learning to be productive citizens in this environment. That would take a mechanism similar to military basic training. This writer only knows of 1 or 2 people who initially came in with parasitic behavior and later matured into useful workers. Most employees remain unsatisfactory throughout their careers because they are overprotected from negative consequences and rewarded on a "fair share" basis regardless of behavior.

EEO/AA values have led to a permissive work environment. This circumstance should be considered permanent because any corrective solution would require a large degree of proper discrimination (politically untenable). Reform won't occur because lazy people can't be segregated and expelled. Their retention will act to discourage and corrupt new employees. A replacement staff or privatization solution would result in a lack of continuity.

GENERALIZATION: While 24 individuals is obviously an inadequate sample for a formal study, it approaches the maximum number of subjects suitable for a single observer. The total level of experience this writer has actually involves several hundred people. Five out of seven sections experienced have contained multiple parasites. They are also observed in other areas. Several employees who served in other government agencies report similar and sometimes even worse conditions. Some fast food restaurants, even black owned franchises, seem to prefer hispanics as employees. On the other hand, the great majority of blacks observed serving cues of customers in the private sector are working appropriately. So context is a factor requiring additional study. This includes the nature of the work, non-availability of telephones, and a more compelling need to discharge ineffective employees.

<<GENERAL IMPLICATIONS>> Based on this writer's own experience the following observations are advanced. Readers will have to judge for themselves the degree to which this summary of perceptions can be generalized to other environments.:

AFFIRMATIVE ACTION: Civil service is being exploited excessively for the purpose of social engineering. The objective is to move people from the impoverished class into the middle class. While this is a legitimate end it's implementation has a severe downside which is being ignored; unqualified staff is being recruited and advanced under EEO/AA auspices.

The number of promotional slots is always limited. Promotions given to lazy people, often with less education, are being taken from people who would have earned them in a meritocracy. This is occurring partly out of design and partly because of a refusal to properly discriminate between legitimate employees and recreationalists.

Affirmative action often results in minority empowerment (i.e., takeover), followed by a subsequent redefinition of the mission and the implementation of untenable "fairness" doctrines. Unless curtailed, affirmative action serves as a "blank check" for rampant reverse discrimination with a heavy influx of people who are faking their employment.

NON-DISCRIMINATION: Once strong anti-discrimination measures are implemented and legally backed up by numerous "rights" regulations and organizations government will find it pragmatically difficult or even functionally impossible to discriminate on legitimate grounds. This will result in unfairness and a host of events antagonistic to the overall mission. Broad policies of non-discrimination are bad news for the assigned mission and for people who choose to work, give extra effort, and who are better educated. They are good news for the less educated and the chronically lazy who "earn" a living by evading work. The bottom end people cited on the datasheets and in the text of this effort will effectively steal the better part of a million dollars (each) over a lifetime in salary and benefits because government will not identify and reform or properly discriminate against them.

STEREOTYPING: While it is true that one must guard against unfair stereotyping one ought not go to the other extreme and assume that all stereotypes are false. A writer who studied stereotyping came to the conclusion that almost half of such generalizations were essentially true.

SOCIOLOGICAL INPUT: The rapid influx of minorities into civil service office environments in combination with doctrines of presumptive functional equality, rights orientation, empowerment, remote union policies, EEO/AA implementation, upward mobility, idealistic assumptions, a war on standards, presumed semi-professionalism, unionism, tolerance and non-discrimination are seriously undermining discipline and eroding functionality. Groups relatively new to the office work environment (excepting asians) seem to have a relatively weak internalized work ethic and are more apt to mimic fictional television programming where people displayed in work areas mainly socialize. Government is paying many people primarily to prove that it doesn't discriminate rather than for work actually accomplished. This writer would extrapolate from personal experience that there are armies of unmotivated employees EEO/AA forces want to legislate onto someone's payroll.

WELFARE RECIPIENTS: The planned movement of welfare recipients into "good paying jobs" is overtly idealistic because it assumes that such individuals will be readily converted into fully productive employees in a rights oriented non-discriminatory environment. This "feel good" theory is pragmatically naive. Will America really gain by stopping a \$10,000/year welfare benefit and, instead, employing that individual to work 28% of the time in a \$45,000/year office job? There are also limits as to how many such people civil service and private industry can absorb without seriously damaging functionality and the morale of more responsible employees even though some recipients are or may eventually become good workers.

JUDGE PEOPLE AS INDIVIDUALS: While there is considerable merit to the assertion that people should be judged as individuals, the implemented effective policy is skewed toward making as few public judgements as possible because to do so routinely would lead to the formation of a motive and a basis for discrimination. Judgements have historically been made on the basis of race because it is more apparent than individual character and because there is a strong correlation between negative behavior and some racial, class, and educational groups. Negative group traits (real or perceived) taint innocent members of the group which result in unfair discrimination. However, the current remedy - to simply assume that there are no significant differences between groups - has severe and untenable results.

EQUAL OPPORTUNITY: Most people would accept the concept of equal opportunity as being fair because it is perceived as a strict meritocracy free of individual, racial, and gender bias. But what the phrase effectively means is a demand for statistical results demonstrating parity regardless of individual and average group performance. "Equal pay for equal work" is a valid principle but it is meaningless in a wildly diverse group. Many employees are interested in equal pay but are unconcerned about the equal work part of the fairness formula.

INCOMPETENT IDEALISM occurs when perceptions of reality are based on what people would like to be true rather than direct experience and rational analysis. Error occurs when "truth" is viewed as whatever makes one "feel good" (and, conversely, what doesn't make one "feel good" is viewed as not being true). Incompetent idealism tends to view "fairness" from only a single direction and serves to provide "fairminded ones" with an illusion of superiority because they can assign terms such as "tolerant" and "progressive" to themselves as an ego stroking mechanism. However, the assumption that the new order is fairer than the old needs to be seriously reconsidered as does the apparent view that all groups are, at least on an

average basis, functionally equal. A scientist who believed that what was true was whatever made him "feel good" would be a charlatan; an engineer would be endangering public safety. Napoleon did not regard all of his regiments as being functionally equal out of some misguided loyalty to the concept of equalitarianism. While he had both regular and elite units, he also had Neopolitians of which he said "these troops are no better than none at all."

In the contemporary worldview one is not rewarded for imparting distasteful realities. People working in the news and entertainment media, as well as some politicians and academics, tend to fawn over, idealize, and romance minority behavior in an effort to counterbalance and overcome "prejudice and discrimination." Eventually they become duped by their own propaganda. Public admonitions against racism will have a difficult time succeeding in the face of contradictory direct experience. Legislation won't be fully effective in changing hearts and minds if an important underlying cause of racism (black attitudes toward work) remains unmodified. Equalitarianism, itself, can constitute a prejudice. It may make personnel decisions easier but it degrades the environment and, in the final analysis, represents unfairness and incompetence. There's nothing wrong with the ideal of a family of mixed individuals working in harmony and professionalism toward a common goal. However, the current system will never realize that ideal to the extent that it serves a lie.

COMMUNISM REVISITED? Policies implemented in the evaluated environment have many of the same inherent weaknesses as communism as an economic system. This is not to argue that those in power are communists (although a predecessor union was known to have a communist faction), but rather that "fairness" implementation has led to a place with similar economic and social results. // Under communism everyone has a lifetime job even if they really don't want to work along with equal pay with those actually working. Communism sacrifices the interests of the productive to bolster the unproductive. If this is done excessively it will backfire because it discourages effort by reducing personal reward as well as repercussions for sloth. // The implementors of "fairness" policy largely come from the "disadvantaged" class which has a biased viewpoint and a less successful experiential record. // Under communism too much weight is given to theory and not enough to direct experience. Personnel policies are created and locked in place by remote authority. Local management is virtually powerless to implement any meaningful reform. // Communism seeks to create a classless society as opposed to a flexible class structure. This removes incentives for self-improvement. // The principle "from each according to his ability to each according to his need" has been implemented in America's civil service. While the bulk of the work moves toward those who are better educated and/or willing to work, the hiring and promotional system serves the concept of upward mobility for the "disadvantaged" even when it is wholly unmerited.

FAIRNESS: There needs to be a public discussion about problem behavior in the workplace affecting productivity and how to either reform such individuals or, as a second option, properly discriminate against them in hiring, retention, and promotion. People should be given opportunity but if they don't measure up, especially when due to serious character defects, then there should be heavy consequences. Such people need to be made an example of in order to motivate other marginal employees; otherwise personnel errors are permanent and corrosive. In the evaluated group a major behavioral gap exists between work focused and recreationally focused employees. Equality and semi-professionalism were wrongly presumed. Far too many blacks, among others, seem to have a laissezfaire attitude toward work. They lack a sense of obligation and propriety. The belief that blacks are noble victims "discriminated against only because of the color of their skin" simply isn't true.

It is an atrocity to discharge people who are working due to lack of seniority during a reduction in force while promoting people who come to work primarily for social reasons. It is amazing how much effort government puts into creating "fairness" only to have a result become more unfair than the system it replaced. In contrast, Japanese workers and employers exchange dedication and loyalty for a lifetime of mutual benefit. In the U.S., the government's concern is too often being repaid with sloth and dereliction of duty.

EQUALITY: Idealistic equalitarian principles such as "equal opportunity," "equal pay for equal work" and "non-discrimination" have little rational meaning in the context of the evaluated environment. Presupposition is the most commonly dangerous word in any language. Racial and gender biases certainly exist, but they are not the only societal prejudices; there are also ideological and idealistic misperceptions. Too many policy makers have reasoned from desired conclusions.

AFFIRMATIVE ACTION: A VIEW FROM THE TRENCHES
(2nd edition with updated commentary)

Civil service is dying. It's functional integrity is being destroyed by doctrines of presumptive functional equality, rights orientation, educational degradation, unbridled affirmative action, and seniority based promotional equity irrespective of merit. My environment is experiencing a large degree of internal collapse as a result of these policies. As a former graduate student in the field of psychology, I will attempt to describe these negative causal forces. It is a message of affirmative action gone awry.

The supervisor at hand, being trapped between an excessive number of problem employees and union enforced rights orientation, has abrogated control of the section - a common rather than atypical response to an impossible situation. However, this has provided an opportunity to study internalized work ethic among a mixed racial, educational, and gender group of civil servants. In order to gain precise insight into this reality a ministudy of 24 subjects was conducted and is described below. Results suggest that radical action be taken in the area of employment practices. There are crucial implications here for society as a whole because policy error has the potential of undermining the entire economy.

<<THE STUDY>> The employees evaluated are a fragment of a much larger group with similar characteristics in a large office environment. Those studied are simply close at hand and form a geographically logical region. The objective was to do 100 random observations on each individual over a period of about 4 months to determine the proportions of time spent (1) working and (2) socializing or taking care of personal business. Two techniques were developed to insure randomness. Ambiguous occurrences were not counted in either direction. Observations were generally done during normal movement through the area.

Strictly speaking, the data gathered does not completely reflect actual time spent working because no effort was made to determine what people were doing when away from the primary work location, the proportion of time spent away, or the rate of daily absenteeism. It was deemed too impractical to attempt to capture this information. What was determined was the proportion of time actually spent working while in the primary work location during time frames when people would normally be expected to work. This, in itself, provides a good basis for generalization. At this time refer to the enclosed datasheet.

<COLUMN "A" - ORDER> Evaluated subjects are listed sequentially beginning with the person demonstrating the strongest work ethic (01) and ending with the weakest (23,24).

<COLUMN "B" - RACE & GENDER> The racial and gender mix of the group is clearly indicated.

<COLUMN "C" - DEGREE?> A "yes" indicates those known to have degrees. The others are unlikely to have degrees although there could be 1 or 2 exceptions as educational records were not available to this writer. Among the 24 individuals, the educational range varies from a master's degree down to about 3 years of high school. Yet the liberal union considers this 7 year gap irrelevant in determining promotion, retention, and job selection.

Note that blacks generally are not degreed whereas non-blacks (everyone else) are. The requirements which once existed have been set aside as unnecessary barriers to upward mobility for the former (and privileged) group.

<COLUMN "D" - ACTUAL RANK> As in military rank, this column shows the relative standing of 23 of the individuals which is (historically) based on a mix of factors: seniority, selection, and education. Those without degrees generally began at the "0" or "1" level. Those with degrees began at the "2" level. By subtracting "2" from each degreed person and "0" or "1" from the others it is possible to deduce approximately how many promotional tiers each person has advanced. Figures in parenthesis indicate recent promotions for 4 individuals. Based on seniority, those at the lowest "0" or "1" levels (none exist in the test group) can jump as many as 3 or 4 promotional tiers because current rank has no bearing on advancement - only seniority. The 3 black females were promoted strictly on the basis of seniority (2 others with greater seniority apparently waived). One of the newly promoted black females has a marginal work ethic and the other two are unsatisfactory. Persons no. "03" & "04" (column "A") have degrees and are diligent workers but have little seniority. They are the last choice candidates for promotion and retention under union rules.

<COLUMN "E" - RANK BASED ON EFFORT> This is a hypothetical judgement as to what each individual's rank would be if it were based on merit solely defined by work ethic. When compared with actual rank (column "D"), variances of "2" or more (notated with asterisks) indicate probable injustices either to the individual or, more commonly, to the employer.

<COLUMN "F" - % OF TIME SPENT WORKING> These percentages reflect the proportion of time actually spent working as measured by direct observation. Note that the top employee (98%) works 9 times harder than each of the 2 weakest individuals. Internalized work ethic is a critical factor because other qualifications such as education and experience are only relevant to the assigned mission to the degree to which they are applied.

<COLUMN "G" - VARIANCE FROM THE NORM> Negative values are listed only for the 10 unsatisfactory employees. The average effort for the 14 satisfactory workers is 83%. This establishes an appropriate (albeit somewhat anemic) standard for office employees who would not be expected to work 100% of the time. (Note that in a healthy environment the 83% standard would be about 10 points higher.) The listed negative values for unsatisfactory persons are simply the difference between the 83% standard and the actual work effort as observed. These values also indicate the proportion of the wage and benefit package wasted or stolen on the part of each of the last 10 individuals. Yearly compensation for the entire group of 24 ranges from about \$30,000.00 to \$40,000.00 per individual. With cost of living increases some of the 10 unsatisfactory employees will effectively steal up to or over \$1,000,000.00 from the taxpayers in a lifetime. Such theft is absolutely no barrier to promotion and retention. Instead, discrimination against them would be considered an offense.

<COLUMN "H" - GRADE> Each measured individual was assigned the appropriate grade relative to his or her effort. The traditional grading method was used except that those who spent more time on social activities than working were graded "P" for "Parasite" - a harsh but accurate designation. Note that 42% of this staff has an unsatisfactory performance.

<COLUMN "I" - FATE USING MERIT> This is a hypothetical judgement as to the appropriate career disposition of each employee on the basis of merit (or lack of it) solely using a work ethic standard. "A"s and "B"s would be eligible for promotion (EL). "C"s and "D"s would simply be retained (RE). The "F" and "P"s would be discharged (DI). Additionally, fairness would dictate that the 9 parasitic employees be sued by government for fraudulent employment to recoup past compensation in the proportions found in column "G". Since blacks and females have a legal right to sue employers for discrimination, black females should also be able to be sued in turn - or does the concept of fairness only operate in a single direction? 10 out of 14 black females in the test group would not like fairness if they had it. Also note that for justice to prevail one would have to (properly) discriminate, in this case, exclusively against blacks - the protected class. If this were to occur and if we use \$35,000.00 as the average compensation standard, the government would save about \$231,000 (28%) a year out of an estimated yearly payroll of \$840,000. This computation assumes that the 10 unsatisfactory employees would be replaced by an equivalent 3.4 satisfactory employees working at the 83% level. Additionally, there would be great improvements in quality and timeliness of work, morale among the better workers, and a semi-professional environment rather than the current party atmosphere.

<COLUMN "J" - FATE USING SENIORITY> This is a hypothetical judgement as to what would happen if the 10 most senior employees were promoted (PR) and the 10 least senior laid off (LO) in accordance with union values. The number of years of seniority each has, relative to 1991, is listed in brackets. The seniority dates of 4 individuals are not known. If one compares each designated individual in column "J" (seniority) with the corresponding designation in column "I" (merit) there would be 11 acts of gross injustice (indicated by asterisks) among the 20 employees. Laid off would be 1 "A" person and 5 "B"s. Promoted would be 1 "F", and 4 parasites.

<COLUMN "K" - SENIOR, PREFERRED TO "#01"> An "X" in this column indicates those individuals with earlier seniority dates who would be promoted and retained in accordance with union rules in preference to the degreed white male who is the hardest worker among the 24 evaluated. Seniority and the liberal union would first choose 1 "D", 1 "F", 3 parasites, 1

"B", and 2 "C's" over the most diligent worker in the group. Only 1 of the 8 is degreed.

<COLUMN "L" - SUB-CATEGORY (bottom third of page)> In this section a number of sub-groups were evaluated ranging in size from 7 to 24 individuals. These were rank ordered and graded in accordance with their average collective effort. Gender is not a significant factor among satisfactory workers (85% to 82%) but non-black employees worked twice as hard as black female employees on the average (86% to 42%). Degreed employees worked substantially more than non-degreed (80% to 47%). The logical conclusion is that by dropping the prior educational standard (a degree) and by introducing an excessive number of inner city affirmative action persons with union sponsored "rights" orientation, the average quality of the (tested) staff dropped from a grade of "B" to a low "D" (60%) in terms of effort.

<<QUALITY OF WORK>> Although an analysis of correctness is beyond the scope of this effort a few comments are appropriate. Having reviewed work by others, it is obvious that quality varies as radically as internalized work ethic. Those who do not do much work are basically hedonistic in outlook. Hedonists avoid intellectual pain. Work (especially difficult work) can be qualitatively "swept under the carpet." Errors involve hundreds or thousands of dollars but, on occasion, can affect much higher amounts. When diminishing quality and lowered morale are factored in, productivity may have decreased more than 40% - permanently.

<<LARGE GROUP CHARACTERISTICS>> The tested group is but a fraction of a larger group with the following (approximate) characteristics: 57% black female, 11% white male, 10% black male, 8% Asian female, 6% Asian male, 5% white female, 2% Hispanic male, and 1% Hispanic female. Affirmative action has obviously been viewed as a blank check by EEO/AA forces to further (rampant) reverse discrimination. Can the measured results of the test group be generalized to the larger group? There are 2 realities. In some regions things are better but even those areas have their problem people. In other sections the same disintegrating pattern repeats itself. Some years ago this writer was on overtime in a different section where there were a half dozen whites and Asians who were working. Of the dozen blacks present one did work fully and another about 40% of the time. The others, including the only supervisor present, did virtually nothing and departed about 15 minutes early each day. Finally, I said to two of them "How about doing some work?" Most of the blacks ganged up on me with shouting and mocking language. When this was reported, management cut out overtime for everyone in the area. Those who were working lost future overtime pay because "one cannot discriminate only against blacks" even though they were the only guilty parties in this instance. Obviously, the environment suffers greatly from bad sociology.

<<COMPEDITIVENESS & SENIORITY>> If government were to grant promotions within the tested group on the basis of merit as defined by work ethic, all the "A"s and "B"s would advance. Promoted would be 2 out of 14 blacks and 9 out of 10 non-blacks. If the decision were made solely on the basis of having a degree, 1 black and 9 non-blacks would advance. Were promotions based on both degrees plus an "A" or "B" work ethic then no blacks but 8 non-blacks would advance. Obviously, blacks feel shortchanged in a merit system hence the emphasis on seniority for promotion, retention, and job selection. But the seniority standard means advancing parasites in many cases at the expense of those who are far better qualified. It is obvious that people who give less than a 50% effort really do not want to work and it is self-evident that one who does not want to work is not qualified. Conscientious employees are well aware that their careers, as well as mission integrity, are being sacrificed on the altar of parasite civil rights. Granting meaningless promotions to those who do not even deserve retention while fully neutralizing the effects of advanced education embitters those who are actually doing most of the work. It also provides the unmotivated with no incentive to improve.

<<IS THIS MINISTUDY BIASED?>> One might well ask why there are no non-blacks who fall into the unsatisfactory range. Truthfully, there are none in this particular group. However, non-blacks who are parasites, including white degreed males, do exist in the larger environment. Note that in the test group there are also no black males or white females although they exist in the larger region. Also note that the top 2 black females scored better than 3 out of 4 white males in the test group. Nationally, it is self-evident that blacks have the same range of character and ability as do other groups.

<<THE PARASITIC CHARACTER>> Those who are mostly not working can be described as a friendly and highly social people possessing an entertainment oriented recreationally focused hedonistic subculture (e.g., 3 parties in 2 weeks). They do not display a willingness to attenuate to the task at hand for any reasonable length of time. Unlike their more serious counterparts they feel little moral obligation to give fair value in return for salary. Work is something to be done when one runs out of personal and social diversions. Basically, they fake their employment giving only a token effort in varying degrees. Motivating them by setting a good example is absolutely worthless. Making them uncomfortable by threat of punishment lacks credibility as the liberal rights oriented union would never allow it. Few have improved over time since the incentive to do so is lacking. They have mastered the art of complaint far better than their knowledge of work. They strive to advance by complaint rather than work. They consider themselves victims of unfairness but in reality are perpetrators of unfairness. They are jealous of "their rights" and spend much time discussing office politics but remain largely unconcerned about the intrinsic responsibilities associated with their jobs. By preaching "rights" and "fairness" to them the national liberal leadership has created something of a "Frankenstein" - the rights oriented parasite who will not be "pushed around" - or do much work either.

There is a reduced level of communication between workers and socializers indicating legitimate resentment on the part of the former group which the latter probably interprets as racism. While latent racism may exist, most of the coolness is based upon more substantial reasons. The theory that integration results in greater acceptance should not be presumed as it is contingent upon the quality of experience one has with the other group.

<<REASONS WHY DISCIPLINE FAILS>> Here are 2 examples drawn from past personal experience. A black co-worker had made 4 consecutive personal phonecalls over a 40 minute period. I politely reminded her of her obligation to be working. Her response was the snide remark "Are you a supervisor?" I was senior but not a supervisor. My supervisor then informed me that the union did not permit non-supervisors to administer discipline. The supervisor grudgingly accepted my response that I was only using "peer pressure." In a similar circumstance with another co-worker, it was stated that our office was an affirmative action operation and that if people did not work it would reflect badly upon the concept. Her response was a complaint to management that I was making a "racist remark." Blacks have learned that such charges make everyone upset and allow them to get whatever they want. So much for peer pressure unsuccessfully colliding with false concepts of honor.

The higher the proportion of problem people the less abnormal their behavior becomes. In order to deal with the 10 unsatisfactory individuals in the test group, the supervisor would either have to attempt to prosecute one of the worst and incur a charge of "unequal treatment" or prosecute all 10 simultaneously (who happen to be all black) and incur a revolt. Supervisors try and fail. Eventually they just give up. Failure to concretely deal with problem employees eventually makes their behavior dominant. If a supervisor attempts to prosecute an employee, the employee will probably get better support from the union than the supervisor will get from management. The union can be overzealous in protecting its often guilty membership. It likes to boast of its successes.

Supervisors are out on a limb. Union rules deprive them of support from responsible subordinates who, in turn, receive no training in maintaining discipline. Supervisors also become targets of numerous frivolous grievances filed by the irresponsible element. They have no union protection nor can they file grievances against subordinates.

Poor quality staffing provides few people to choose from for the supervisory position and some qualified ones don't want it. Additionally, many of the better employees tend to be introverted. They make good workers but not good leaders. Mediocrity reigns.

In a mixed racial environment maintaining harmony and tolerance become more important than discipline and mission integrity. Harmony is generally good (at the superficial level) but discipline is bad. But an "oldtimer" indicated that 20 years ago discipline was good.

The environment suffers greatly from defective sociology. The effects of heavy discrimination in favor of black females combined with lowered educational standards can clearly be seen in column "L" of the datasheet. There also appears to be an intrinsic problem with the feminization of the staff. Females tend to be more verbal than males; they often make good teachers and commentators. However, this quality also lends itself to greater socialization. For example, among chronic personal phone call abusers who routinely spend 30 to 90 minutes per day on this activity there are only a few males among the disproportionate

number of females with this quality. Additionally, newcomer groups to the contemporary office environment may have a shallower tradition of working outside the home and are more apt to let the television view of proper behavior in the workplace influence them. Note that on fictional TV programming little work is actually done in the office environment.

The official policy toward discipline is pollyannaish and suitable only for a truly professional environment. It is inadequate to cope with large numbers of problem people. Character is difficult to reform. Official policy is that "discipline is for correcting behavior rather than punishment" but it would seem that punishment would be in order for those inclined to steal (over a lifetime) up to a million dollars in time theft.

There is an excessive emphasis on rights orientation. It would seem more reasonable to preach responsibility to poor quality staffing rather than "rights." America will continue to economically deteriorate and be outclassed by the Japanese responsibility orientation so long as it maintains an emphasis on "rights" rather than responsibility.

Defacto non-discharge policies (except for clearly illegal acts which would stand up in a court of law) means the proportion of employee "dead wood" builds over the years.

Hedonism is the default value system when higher values are lacking. It is easier to get paid for socializing than working. It is easier to claim educational discrimination than to achieve a college degree. It is easier to get promoted on the basis of seniority (existence) than on competitive merit or for management to publically distinguish between effective and ineffective employees. But the easier route leads to functional disintegration.

Management is a victim of circumstance because it lacks first the power and subsequently the will to make radical and necessary changes because of a "rights" atmosphere, civil service "safeguards" and union involvement. Administering discipline intrinsically requires some sort of singling out (e.g., demotion, docking, undesirable duties). When government gives up its ability to discriminate it also gives up its ability to control. The military routinely makes examples of those stepping out of line in order to enforce discipline while governmental managers tends to pin hopes of reform on reorganization, managerial substitution, and technology which does nothing to solve the intrinsic problem.

<<DAMAGE TO CONSCIENTIOUS EMPLOYEES>> Under seniority rules not only are less qualified blacks being advanced over far more qualified non-blacks (3 out of 4 cases in the test group) but the more educated group is losing promotions to those whose behavior is so bad they ought to be discharged. People who are college educated have found their degrees fully neutralized in order to facilitate upward mobility for the "disadvantaged" (which also includes numerous parasites). To add insult to injury, the liberal union charges them several hundred dollars a year for "services rendered" whether or not they are union members. Serious employees are forced to work in a "party" atmosphere only to watch the partying group walk off with the bulk of the seniority based promotions. Additionally, the "A" and "B" workers appearing on the chart are probably unemployable in private industry because of the bureaucracy's poor reputation. This exists mostly due to poor service generated by an unusually high number of unsatisfactory employees (42% in the test group) which is largely the result of inner city affirmative action at the non-degreed level.

<<MORALE>> Needless to say morale tends to be rather low among supervisors and more serious workers who are barely holding things together. A co-worker: "I'm tired of apologizing for where I work." Another co-worker: "If this were a private business we'd be out of business." A supervisor: "You do what you can with what you got." Another supervisor: "Lazy employees are 'a cancer' within the agency." A third supervisor mimicking subordinate attitudes: "Work? What's that?" A manager: "I used to care. I don't anymore. I've given up." A black female who would make an excellent supervisor has absolutely no interest in the position. She is not alone. Others have also voluntarily terminated their career advancement to avoid having to deal with problem staffing.

Referring to datasheet column "A". Employee #19 is intelligent and considers herself to be a good worker but gives only a 29% effort. She likes to pass difficult phone calls along to her already overburdened supervisor with the comment "they don't pay me enough." Employee #21 did virtually no work on paid overtime for the better part of a year but has recently been promoted - again. Employee #22 "loves her job" - she only works 15% of the time. Employee #24 absolutely refuses to do more than a token amount of work. They once tried to get rid of her but the effort was compromised into a transfer. By compromising government threw away the better part of a million dollars.

What this ministudy does not fully demonstrate is the ongoing and subsequent deterioration of the work ethic among those who were once disciplined workers and who maintained that effort for many years but who are now reducing effort in varying degrees. Employees #10 and #11 used to be "A" level workers in years prior to this study. In the 2 years subsequent to it, the effort given by employee #09 has deteriorated substantially from 83% and employee #10 has dropped somewhat. General observation (outside the test population) is even more pronounced and confirms the downward trend in effort among people who are well educated and who gave a good effort for many years. There are several reasons for this: First, the heavy affirmative action population in combination with a rights oriented environment has had a powerful corrupting effect. If the objective of affirmative action is to turn the non-productive into producers this intent has, to a large degree, backfired. A second reason is the betrayal of middle class aspirations in order to facilitate the interests of the "disadvantaged." The middle class was taught that in order to prosper one must get advanced education and work hard. But, under union promotional rules, these qualities are irrelevant. What counts for promotion is seniority, application, complaints of discrimination, and upward mobility considerations for the disadvantaged. With age held constant, employees with degrees are actually at a disadvantage in a seniority system because they lost 4 years of seniority in order to go to college (yet the bulk of the work flows to them). Their education and effort have been "flushed" in the struggle for parasite equality. Then there is the realization that the mission will not succeed nor will things improve as the causal forces are too well entrenched. As a result, gender, racial, and educational groups are currently moving toward parity albeit in a negative direction.

<<LIBERAL IDEOLOGY>> Contemporary assumption based views of reality need to be questioned. While viewing the datasheet consider the following principles and statements: "Equal pay for equal work," "Well, I believe everyone is equal," the virtues of "tolerance," the doctrine of "presumptive equality," the "war against standards," the separation of promotional authority from observed reality for "objectivity" and "fairness," the current emphasis on "rights" and de-emphasis of responsibility, the view that discrimination is a "high crime" while parasitism (grand theft) is no crime, that "fairness" is (a one way street), the union regard for its membership as "noble victims," the assertion that "blacks are discriminated against only because of the color of their skin," that "seniority based promotions are fair and equitable," that "equal opportunity must result in statistical parity (regardless of average group behavior). Then there are other statements critical of those just mentioned: e.g., "liberal ideology is symbolism before/without substance" and "let's be open minded, but lets not be so open minded that our brains fall out."

<<CONCLUSIONS>> The operative strategy of affirmative action being involved is to provide "fairness" and "upward mobility" by removing virtually all qualitative standards and replacing them with seniority where everyone is eventually competitive. Since the 10 people who are not much interested in working are not competitive in a meritocracy, they had to be legislated into jobs and promotions. This is absurd in that it (1) grants multiple promotions to those who really should be discharged for cause, (2) it is costly because it gives generous salaries unjustified by effort, job knowledge, and education, (3) it leads to the demoralization of those who do work and are better educated, (4) it results in increased levels of error, incompetence, inefficiency, and untimeliness, (5) it acts to neutralize both reward and punishment incentives.

Affirmative action is greedy. It has its own agenda and will not hold the qualitative line necessary to function effectively. If uncontrolled it will rival or even supplant the original mission as established by law. It sees the concept of fairness as operating only in a single direction. To a significant degree it has become an expensive form of welfare and a blank check for blatant reverse discrimination which is detrimental to both the mission and careers of its more serious employees. It should be viewed more as a struggle for jobs rather than objective fairness. In this environment the big winners are blacks, females, the lazy, and the less educated. By contrast the big losers are the conscientious, the better educated, the defined mission, taxpayers, males, the economy, supervisors, and those "served." Every unwarranted promotion is taken from someone more deserving.

The principle of non-discrimination has been overemphasized to the point of absurdity. If the old order was unfair at least it was viable. The new order is neither fair nor viable. Policies which protect the disadvantaged from unjust discrimination also protect the

parasitic from just discrimination. The new order, although not communist, has the same inherent weaknesses as the communist economic system where rewards are evenly distributed in return for grossly unequal effort. Under current policy the "disadvantaged" may be achieving pay equity but they are not learning to be productive citizens.

Black/liberal/union empowerment brought in concepts of tolerance, diversity (i.e., takeover), non-discipline, presumptive equality, rights orientation, and promotional distribution free of merit. Nationally, the "new order" believes its policies to be fairer to blacks, women, and the less educated and that effectiveness and professionalism can be maintained in a rights oriented affirmative action environment. This ministudy based on direct observation, reflection, and experience suggests otherwise.

<<RECOMMENDATIONS>> Civil service needs a strong code of employee responsibilities which sets forth behavioral expectations as well as minimum standards for effort. Employees should be made to sign a contract guaranteeing a certain level of acceptable effort. When effort consistently falls below the mandated level discharge proceedings should begin for breach of contract. There should be a policy of zero tolerance of parasitism.

Large scale non-degreed inner city affirmative action is an undo burden to the defined mission, fairness, co-workers, supervision, and management and should be curtailed. Consider offering affirmative action positions only as a two year temporary commitment to provide job experience. Those who are conscientious can later be offered regular positions.

Current ideology favors egalitarianism in terms of rewards but the test study shows that differences between individuals are too extream for the egalitarian concept to be justified. Actual behavior suggests that employees be classified (subject to periodic review) into one of the following 4 categories: (1) promotable, (2) retainable, (3) remedial, and (4) dischargeable; but to accomplish this the rights environment would have to be replaced by a public commitment to responsibility. To do less leads to degeneration and farce.

It is strongly recommended that civil service end its relationship with the unrealistic policies of the liberal public employee's union which undermines legitimate control, perpetuates personnel error, and supports meaningless promotions.

Personnel policies need to be more realistic and less idealistic. A degree of cynicism is required. Many who apply for jobs are really not applying for work - just income. Policy makers should give more emphasis to observed reality rather than feel good assumptions. Educational standards should be upheld and not be viewed as simply a barrier to upward mobility. Exceptions can be made in cases where a non-degreed individual clearly excels or a degreed person fails to meet expectations but it is a mistake to dismiss advanced education on a categorical basis. Functional equality should never be simply assumed.

The term "discrimination" must have its positive connotation restored in the area of public discourse. Two different concepts and terms are needed: one positive and one negative. Parasites should be discriminated against but the negative connotation should also remain to address situations of discrimination unrelated to lack of merit.

Supervisors need to be encouraged rather than discouraged from taking action against problem employees - perhaps a lawyer to review and assist prosecution plus perioding consulting access to a motivational psychologist. This would allow high level management to keep track of the volume and nature of supervisory complaints.

Responsibility must be emphasized. Unmotivated employees should either be placed in circumstances where they are forced to work (like an assemblyline) or a highly controlled environment with a discipline level of about half that of military basic training.

<<SIGNATURE>> I shall remain anonymous. I realize that this is an impropriety and may act to lessen the credibility of this effort, however it is my intention to widely distribute this material in order to inhibit similar deterioration in other environments. This is viewed as more important than disclosing my location which, in my opinion, is beyond redemption. Disclosure would result in excessive feedback and in censorship and retaliation from too many directions. I must also consider that I am unemployable in private industry, as are all the "A" and "B" people in the test group, due to negative association. If government cannot demonstrate the viability of having a rights oriented affirmative action environment then it has no business dictating policy to private companies. One would have hoped that the governmental, black, liberal, and union approach to the large problem element within the wider affirmative action population would have been more profound than "Pack em in! Lock em in! Move em up! Parasite Rights! Parasite Rights!"

INTERNALIZED WORK ETHIC MEASURED AS A FUNCTION OF RACE, EDUCATION, & GENDER
(Spring 1991)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>	<u>H</u>	<u>I</u>	<u>J</u>	<u>K</u>
<u>ORDER</u>	<u>RACE & GENDER</u>	<u>DEGREE?</u>	<u>RANK ACTUAL</u>	<u>RANK EFFORT</u>	<u>% TIME WORKING</u>	<u>VARIANCE FROM NORM</u>	<u>GRADE</u>	<u>FATE USING MERIT</u>	<u>FATE USING SENIORITY</u>	<u>SENIOR, PREFERRED TO #01</u>
01	White Male	yes	3	5 *	98%		A+	EL	PR [20]	*
02	Asian Female	yes	5	4	94%		A	EL	-- --	
03	Hispanic Male	yes	2	4 *	92%		A-	EL	* LO [03]	
04	Asian Male	yes	2	3	87%		B	EL	* LO [03]	
05	Asian Female	yes	3 /2/	3	86%		B	EL	* LO [12]	
06	Black Female		?	3	85%		B	EL	-- --	
07	Black Female		3 /2/	3	85%		B	EL	PR [20]	X
08	White Male	?	3 /2/	3	83%		B	EL	* LO [08]	
09	Asian Female	yes	3	3	83%		B	EL	* LO [16]	
10	Asian Male	yes	3	3	83%		B	EL	* LO [16]	
11	White Male	yes	3 (5)	3 *	82%		B-	EL	-- --	
12	Black Female		2	2	78%		C+	RE	PR [20]	X
13	White Male	yes	3	2	70%		C-	RE	PR [20]	X
14	Black Female		2 (4)	1 *	62%		D-	RE	PR [30]	X
15	Black Female		3	0 *	57%	-26%	F	DI	* PR [30]	X
16	Black Female		2	0 *	40%	-43%	P	DI	* PR [19]	
17	Black Female	?	2 (4)	0 *	37%	-46%	P	DI	* PR [21]	X
18	Black Female		2	0 *	35%	-48%	P	DI	LO [13]	
19	Black Female		3	0 *	29%	-54%	P	DI	* PR [25]	X
20	Black Female	yes	2	0 *	24%	-59%	P	DI	-- --	
21	Black Female		3 (4)	0 *	23%	-60%	P	DI	* PR [24]	X
22	Black Female		3	0 *	15%	-68%	P	DI	LO [15]	
23	Black Female		2	0 *	11%	-72%	P	DI	LO [17]	
24	Black Female		2	0 *	11%	-72%	P	DI	LO [16]	

L

<u>SUB-CATEGORY</u>	<u>%</u>	<u>GRADE</u>	<u># OF INDV</u>	<u>SYMBOLS</u>
Satisfactory Degreed Employees	86%	B	9	: [] years of service
Non-Black Employees	86%	B	10	: () promoted to
Male Employees	85%	B	7	: * probable injustice
Satisfactory Employees	83%~	B	14	: / / downgraded by union
Satisfactory Female Employees	82%	B-	7	: rules due to lack of
Degreed Employees	80%	B-	10	: seniority/application
All Staff Evaluated	60%~~	D-	24	: during reorganization
Female Employees	50%	F-	17	: ~ average % of time
Non-degreed Employees	47%	P	14	: spent working (for
Black Female Employees	42%	P	14	: all 24 evaluated
Unsatisfactory Employees	28%	P	10	: individuals)

ADDENDUM

<<ABSURDITIES>> Using seniority as a basis for promotion, retention, and job selection in an area where there is a 7 year variance in education, a 9 to 1 variance in effort among individuals (98% to 11%), a 2 to 1 variance in effort between non-blacks and blacks (86% to 42%), and a 3 to 1 variance between satisfactory and unsatisfactory employees (83% to 28%) is unjust and absurd. Direct observation contradicts equalitarian assumptions.

Equal Employment Opportunity/Affirmative Action is actually a fallacy (i.e., "having your cake and eating it too"). These are not logically compatible concepts. EEO/AA advocates ought to be compelled to argue for one principle or the other. Although non-blacks work twice as hard as black females in the test group, black females are the preferred category comprising 58% of the test group and 57% of the larger group. Affirmative action exists as a blank check for rampant reverse discrimination. Government fawns over the rights of the "disadvantaged" but is, to a large degree, being played for a fool. With affirmative action it discriminated in favor of 1 "F" and 9 parasitic employees in order to get 2 "B's", 1 "C", and 1 "D" among black females within the evaluated population.

Permanent employment for those not much interested in working is expensive, unjust, and illogical. They day government provided lifetime employment for employees nos. 22, 23, & 24 (column "A") it threw away up to or over a million dollars each. The behavior of employees #21 & #24 has not changed in the approximately 10 years this writer has known them.

Parasitism is absolutely no barrier to promotion. Conversely hard work is irrelevant to promotion. This writer once attempted to prosecute a white female who gave only a 30% effort, was turning in fraudulent production reports, and had boasted "I don't have a conscience." The attempted prosecution was taken to 3 levels of management and basically ignored. A few months later the woman was promoted to what is probably a managerial position because she was intelligent, attractive, articulate and could give a good interview.

"Gravytrain" or "something for nothingism" is an effective principle of affirmative action. Since many of the preferred group do not do much in the workplace we can extrapolate that they also did not do much in high school. They may or may not have gone through a remedial training program. They got their position in government due to affirmative action. They have guaranteed lifetime employment in a work optional environment. Their advancement is assured by seniority rules and, if challenged, they have a strong liberal union to fight for their rights as "victims." The fundamental question is to what extent should mission integrity and the interests of the productive be sacrificed to bolster the unproductive.

Four years of seniority is considered equivalent to a degree for promotional purposes under current rules but many beneficiaries of this policy have not even mastered the concept of work in periods ranging from 13 to 30 years (among those tested). Ironically, had degreed individuals skipped college and entered civil service directly they would have been more successful in terms of obtaining promotions based on 4 additional years of seniority.

Qualifying the unqualified is another operant principle of affirmative action. This is accomplished by lowering educational requirements, separating promotional authority from observed reality, downgrading the effect of evaluations, abolishing both objective and subjective measures as biased, holding seniority paramount, presuming functional equality, watering down disciplinary measures to render them ineffective, and facilitating discrimination in favor of blacks and women while forbidding the concept to act against them.

<<PERVERTED CONCEPTS>> Equal opportunity used to mean that a person who could best perform the task got the job or promotion regardless of race, gender, etc. Now it means guaranteed equal (or better than equal) advancement irrespective of merit in order to achieve statistical pay equity among groups of individuals. But measured reality shows radical differences between individuals, between some groups, and within groups. Note that the proportions of work focused vs. recreationally focused employees will vary according to the group, nature of the work environment, and external controls imposed or not imposed.

Seniority based promotions presumes greater competence based on experience. But viewing column "F" on the chart indicates that experience is acquired at radically different rates. Additionally, a college graduate is much more likely to be inquisitive about how things operate. Experienced employees are unlikely to mentor those viewed as lazy.

Discrimination used to have a positive as well as negative meaning (e.g., "the principled discriminating man"). Its contemporary soley negative connotation acts to protect parasites as well as minorities. There are 2 basic theories regarding discrimination against blacks.

The first is that they are discriminated against because of racial characteristics which are irrelevant to functionality. The second theory is that they are a high risk group containing a disproportionate number of problem people. In the test group 3 or 4 black employees, by their behavior, act in support of the first theory while 10 support the second. A look at the larger staff which is approximately 57% black female, 67% black, 71% female, and almost 100% affirmative action of one kind or another shows that EEO/AA forces have no problem with advantageous discrimination in spite of an official policy against it. Ironically, a supervisor cannot discriminate against protected individuals who work less than 50% of the time (and less than 10% of the time on overtime) without serious grief.

Blacks get excessive mileage out of charges of "discrimination." While unfair discrimination is a valid consideration it should not be the sole overriding principle. Questions of fairness also involve maintaining mission effectiveness and integrity, recognizing the value of advanced education, fair value in productivity in return for salary, and imposing strong discipline and just discrimination when warranted.

Promotion used to mean greater status, authority, and salary in return for increased responsibility, superior job knowledge, competence, loyalty, and leadership. Under the new order, promotion is a seniority based right irrespective of merit. Sometimes there are exceptions to the seniority rule such as the clause "for those who are qualified." But to say someone is not qualified, even if true, is a form of discrimination - the ultimate sin. So the qualification fails. Another exception to seniority based promotions is the phrase "unless demonstrably superior." But unless one is virtually next in line in seniority he or she will not even have an opportunity to argue superior qualifications.

Equal pay for equal work is a valid principle but the presumption of functional equality is (often) false. Referring to the chart (columns "A" and "F") employees #1 and #22 are probably getting the same pay even though the first works 6 1/2 times more than the second. The doctrine of presumptive equality closes its eyes in defiance of reality and acts on the premise that every individual and every category is functionally equal. Contradictory evidence is dismissed as racist, sexist, discriminatory or, if recognized, would imply that distasteful action must be taken against a protected class. The pervading personnel philosophy is egalitarianism instigated largely to placate minority sensibilities. But what exists, in reality, is a wide range of inequality between many individuals, within categories, and between certain categories. A glance at the column "L" shows instances of relative parity and also radical inequality among groups. Looking at the results of the ministudy it would be logical to conclude that, in the test group, non-blacks are paid primarily for working while black females, as a group, are paid primarily for not working. Policymakers should be wary of claims of salary inequity based on statistical studies lacking behavioral observation. It is important not to confuse the concepts of constitutional equality and equality before the law with functional equality.

Prejudice normally involves (1) a negative view and (2) a misperception. Everyone should agree that it is wrong to blame people for something which they have no control over. However, black and liberal advocates often dismiss any negatively expressed view as "prejudiced." In early 1991 a number of black columnists decried a poll result showing that many respondents regarded blacks as "lazy" as evidence of societal prejudice. But the ministudy at hand would act to support those polled rather than the columnists. To dismiss a negative view which is true as "prejudice" is, in itself, to exhibit prejudice - against truth.

That people should be judged as individuals is a frequently offered alternative to a categorical evaluation which may be prejudicial. Technically this principle is correct; it is fair to the individual and is supportive of a merit system in business and government. There are, however, some pragmatic problems. First, it requires a close evaluation. Second, it will require the use of subjective judgement in many areas. Third, objective judgement (e.g., tests) will result in unequal statistics. Lower end effort people do not want to be closely evaluated, subjective judgement may be biased, and statistical equality is used to demonstrate "progress." Hence, the "judge as an individual" principle tends not to be implemented. The effective result is non-discrimination between working and recreational employees because to do so would offend protected groups. So the principle fails.

Martin Luther King's famous quote that "people should be judged by the content of their character rather than the color of their skin" has validity but is ironic in that it also defines the problem: sloth, hypocrisy, irresponsibility, ingratitude, and intimidation. Negative characteristics demonstrated by the bottom rung of employees are rooted in questions pertaining to character and culture more than poverty, intelligence, or education.

CAREER STATUS SIX YEARS AFTER THE SPRING OF 1991 MINISTUDY
(DATASHEET II) (Summer 1997)

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>D1</u>	<u>F</u>	<u>D2</u>	<u>H</u>	<u>I</u>	<u>J</u>
<u>ORDER</u>	<u>RACE & GENDER</u>	<u>DEGREE?</u>	<u>ACTUAL RANK WINTER 1991</u>	<u>ACTUAL RANK SUMMER 1997</u>	<u>% TIME WORKING BY OBSERVATION</u>	<u>ACTUAL FATE AFTER 6 YEARS</u>	<u>GRADE BASED ON EFFORT</u>	<u>FATE USING MERIT</u>	<u>YEARS OF SENIORITY IN 1991</u>
01	White Male	yes	3 @	3	98%	retired	A+	EL	[20]
02	Asian Female	yes	5	5	94%	no change	A	EL	--
03	Hispanic Male	yes	2	1	92%	LO, then RE & DG	A-	EL	[03]
04	Asian Male	yes	2	0	87%	laid off	B	EL	[03]
05	Asian Female	yes	3	2	86%	downgraded	B	EL	[12]
06	Black Female		5 @	5	85%	retired	B	EL	--
07	Black Female		3	5	85%	DG, then promoted	B	EL	[20]
08	White Male	yes	3	1	83%	DG, LO, then RE&DG	B	EL	[08]
09	Asian Female	yes	3	2.5	83%	combined down	B	EL	[16]
10	Asian Male	yes	3	4	83%	promoted	B	EL	[16]
11	White Male	yes	3	5	82%	promoted	B-	EL	--
12	Black Female		2	2.5	78%	combined up	C+	RE	[20]
13	White Male	yes	3	2.5	70%	combined down	C-	RE	[20]
14	Black Female		2	4	62%	promoted	D-	RE	[30]
15	Black Female		3 @	?	57%	no information	F	DI	[30]
16	Black Female		2	2.5	40%	combined up	P	DI	[19]
17	Black Female	yes	2	4	37%	promoted	P	DI	[21]
18	Black Female		2	2.5	35%	combined up	P	DI	[13]
19	Black Female		3	3	29%	no change	P	DI	[25]
20	Black Female	yes	2	2	24%	title change only	P	DI	--
21	Black Female		3	4	23%	promoted	P	DI	[24]
22	Black Female		3	4	15%	promoted	P	DI	[15]
23	Black Female		2	4	11%	promoted	P	DI	[17]
24	Black Female		2 @	?	11%	no info on rank but still employed	P	DI	[16]

<u>L</u>		<u>M</u>			
<u>SUB-CATEGORY</u>	<u>GROUP</u> <u>WORK</u> <u>ETHIC</u>	<u>GRADE</u>	<u># OF INDV</u> <u>ORIG:MODIF</u>	<u>PROMOTIONAL</u> <u>INCREMENT</u> :	<u>SYMBOLS</u>
			:	:	@ not used when calculating data in column M
Satisfactory Degreed	86%	B	9 < 9>	-15%	:
Non-Black Employees	86%	B	10 < 9>	-15%	:
Male Employees	85%	B	7 < 6>	-16%	:
Satisfactory Employees	83%	B	14 <12>	+1%	:
Satisfactory Female	82%	B-	7 < 6>	+17%	:
Degreed Employees	80%	B-	10 <11>	-6%	:
					COMBINED means two ranks were merged into one
All Staff Evaluated	60%	D-	24 <20>	+14%	:
					:
Female Employees	50%	F-	17 <14>	+27%	:
					LO laid off
					:
Non-degreed Employees	47%	P	14 < 9>	+43%	:
Black Female Employees	42%	P	14 <11>	+44%	:
Unsatisfactory Employees	28%	P	10 < 8>	+37%	:
					DG downgraded

Poverty &
Climate
Action

SIX YEARS LATER

This section represents a 1997 update of the enclosed 1991 mini-study. The 24 subjects initially evaluated for effort no longer function in the same geographical area. A datasheet titled "Career Status Six Years After the Spring of 1991 Ministudy" repeats certain columns of original information but replaces projected outcomes with actual data. In part, this update concerns the career status of both individuals and sub-groups after 6 years. COLUMN "D1" is a mathematical representation of the relative rank of each employee in 1997. COLUMN "D2" gives a very brief summary of what happened to each individual (the word "promoted" can also mean upgraded). Employees laid off or downgraded suffered that fate due to lack of seniority or application during reorganization. Ranks "2" and "3" were combined into a new rank (2.5). Most of the original 3's were college graduates who lost status but not income. Most of the 2's were high school educated black females who gained income but not status.

COLUMN "M" displays a numeric value which demonstrates how each group progressed in terms of advancement. Four of the 24 employees (marked "@") were not used in the following computation because they either retired or because there was insufficient information regarding their current rank. However, employee #4 was included with a rank of "0" because he was involuntarily and permanently laid off. The heading "# OF INDIVIDUALS (MODIFIED)" shows the number of persons included in each group after adjustments. The ranks appropriate to each group (column "D") were totaled to create a mathematical baseline. The corresponding values in column "D1" were similarly totaled and a proportion was used to determine the promotional increment (column "M"). The average employee gained 14% in rank. Diminished are the top 3 groups in terms of performance based on work ethic: satisfactory degreed, non-black, and male employees. This was due to a loss in seniority resulting from college attendance and/or prior work experience plus layoffs, combinations, and a strong upward mobility bias in favor of non-degreed black females. Since the number of promotional slots is limited, the careers of the relatively better workers were largely sacrificed in order to insure upward mobility for the "disadvantaged." Note that of the 10 individuals recommended for discharge due to excessive time theft (column "I"), 4 were promoted while 2 others advanced slightly.

Extended breaks and lunch hours, tardiness, out of area socialization, and using sick leave as vacation leave is not reflected in column "F" data. Were that information attainable the percent of time spent working would drop significantly especially among parasites. The evaluated group is actually an F-quality staff in terms of work ethic (and not D-) despite the fact that it contained a number of reasonably capable people.

Lacking any employer criteria regarding satisfactory vs. unsatisfactory behavior as a percentage of time spent working, the normal educational standards have been used as a grading mechanism (column "H"). However, employers need not use this standard (e.g., those working less than 90% of the time could be viewed as unsatisfactory).

FORMULA FAIRNESS: The new "fairness" system turns a blind eye to individual behavior and makes personnel decisions from remote locations by analyzing sociological data in order to guarantee desired outcomes in hiring and promotions which will benefit EEO/AA recipients. The objective is to create positive statistics showing the "disadvantaged" advancing through "equality" and "upward mobility." "Fairness" is guaranteed by insuring that the promotional authority is blind and ignorant (i.e., free of bias) regarding any specific individual. Evaluations are given but appear to have no bearing on outcomes. Average group performance is also irrelevant. The desire is to provide a classless workforce (as opposed to a mobile class hierarchy). To see the effect of policy implementation review columns "F," "D2," "L" & "M."

PROMOTIONS: Traditionally, people first proved themselves worthy of promotion and were then promoted. Ideally, advancement should be affected by the virtues of effort and productivity, intelligence, relevant and general level of education, experience, leadership, testing, a resume of qualifications plus committees of supervisors and managers making subjective judgements based on direct experience. But none of this applicable to the majority of promotional slots (those controlled by the union). Relevant factors governing promotions currently include application, seniority, qualifying people nearing retirement for greater pensions, and producing desired EEO/AA upward mobility statistics.

Promotions granted outside the contract are generally reasonable. But a good worker may not be a good leader and the person who can give the best interview may still be a parasite.

TACTICS & STRATAGEMS: There are a number of tactics used by the dominant black, liberal, and union forces to implement upward mobility: (1) Seniority works against college graduates and those with prior work experience because such assets only count as a loss of seniority for the majority of promotional slots controlled by the union. (2) Dominant forces have conducted a war on standards by eliminating or substantially reducing considerations based on advanced education, formal testing, and subjective evaluation. (3) Combining people at two different ranks works to the advantage of those at the lower level and is facilitated by the tactic of reorganization. (4) Discrimination is held to be a serious offense. Those with superior qualifications but less seniority need not make any effort to assert that they are better qualified (even when the differences are radical). (5) The doctrine of presumptive functional equality means that individuals and groups need not prove equal merit because it will simply be assumed. Since many blacks would not do well in a real meritocracy the concept has been eliminated (except to some extent at the non-union managerial and supervisory level).

One problem with these tactics is that grossly unqualified people are being viewed as qualified. The new order fails to adequately serve objective fairness, excellence, motivation, everyone who pays taxes, supervision and management, clients, the assigned mission and even legitimate black aspirations (because it causes a backlash of resentment). It sacrifices mission integrity and the careers of its more productive people in a struggle for parasite equality for a purely theoretical assumption of fairness.

HIDDEN CONSEQUENCES: Here are some of the effects "progressive" principles have had on the upper end of the evaluated staff (and probably not recognized by policy makers): // EMPLOYEE #1 took an early retirement. He said that he would have liked to have worked another 4 years but that conditions were excessively bad. He was particularly perturbed by employee #22 who sat nearby recreating while he worked. EMPLOYEE #22 has since obtained - through affirmative action, parasitism, and non-discrimination - a higher rank than employee #1 ever achieved though hard work, competence, and advanced education. // EMPLOYEE #5 was in an emotional state, which could be described as "angry tears," when she learned that she was being downgraded due to a lack of seniority during reorganization while other people with much less education and effort were being promoted. // EMPLOYEE #10 stated that he no longer works as hard as he used to because hard work only resulted in him doing the work of lazy people. He was offended by employee #21 whose work he had once reviewed (and personally corrected on overtime) but who was promoted ahead of him. // In years prior to the 1991 ministudy, EMPLOYEE #11 (normally a well educated, competent, and disciplined employee) went parasitic for a number of months. When asked why he had stopped working he expressed resentment at the large number of unqualified people being rapidly introduced and said that a quick mission failure was preferable to drawing it out over many years. EMPLOYEES 10, 11, and 13 once had work ethics 10 to 15 points higher than indicated on the datasheets.

There were other consequences outside the 24 subjects viewed: // For example, this writer has disseminated a large number of earlier editions of this mini-study. The Washington Information Directory is a prime source of current mailing addresses. // During the rapid influx of black high school graduates a number of white male college graduates attempted, with or without success, to move to other work environments. // A degreed black male who works and is both personable and competent was laid off for 2 or 3 years due to lack of seniority and later recalled at a lower rank (downward mobility). // One college graduate confided that he had become a racist because of what had become of the work environment. He said that he used to be a concerned liberal but that negative experiences had changed his mind. He was particularly perturbed by employee #21 who he said had entered government service under a remedial typing program (and who was earning about \$46,000 in 1997 after at least 3 promotions). Ironically, he himself was a parasite spending much of the day wandering around looking for social conversations. Retaliative and hedonistic parasitism plus a serious health problem were causal factors. // A working college graduate covertly made the embittered comment that (under the current system) "(a vulgar phrase) wins, everyone else loses... if you're lazy, if you don't want to work, if you're a ripping off the taxpayers, (then) you're a winner." Lamented was a negated advanced education and an arrested career "for (vulgar word) equality and (vulgar word) upward mobility."

PORTRAIT OF A PARASITE: The subject chosen for observation is a black female with more than 20 years of "experience" who earned between \$44,000 to \$48,000 in 1997 (including overtime and benefits) which is equivalent to a working college graduate in government or a low level manager in private industry. She was not part of the original group of 24 subjects.

At the beginning of each workday it normally took her 45 minutes to "build up steam" in order to actually begin working (although this could vary from 10 to 75 minutes). She routinely took a 1.5 hour lunch hour (but occasionally snuck 2 hours) plus two 45 minute breaks. She was involved in 5 to 18 personal phone calls each day ranging from 1 to about 40 minutes in duration. Her incoming personal calls were frequently cued pending response. While some work was done during personal phone calls, her intellectual activity was focused on socialization. She belonged to a recreational network of people similar to herself who also took long breaks and made frequent personal calls in order to provide mutually beneficial distractions from work. Several times a day she disappeared (out visiting friends) and also entertained visitors for 20 minutes or so at her desk. When not on overtime, the last hour of the workday was spent on her second 45 minute break plus a 10 minute early departure. That left only 5 minutes (which was too short a time to do any useful work). She subscribed to the principle "don't take care of personal business on personal time when it can be done on government time." The slightest excuse provided a rationale for not working.

She has two behavioral modes: work mode (an estimated 60% effort) and recreational mode (about a 10% effort). During Thanksgiving, Christmas, and New Year holidays recreational mode lasts a week or more in each instance (this characteristic has also been observed in other employees of the same class). Vacation is usually preceded by at least a full day in recreational mode. Birthdays are spent recreationally. The average counterperson at any fast food restaurant does far more for about a third the salary in much less comfortable circumstances.

This individual is a tokenist who comes to work primarily to socialize. She lacks perseverance; her satisfaction comes from social hedonism rather than meeting a moral commitment to work. She appears to find work boring and strives to get by with minimal effort and frequent diversions flitting from one social encounter to another. The "need" to be entertained while working also manifests itself when she sings aloud. This writer has never seen her request research material. She routinely misinformed business callers due to mis-observation and habit. While some legitimate work was accomplished, from that one must deduct her phone bill and time drawn away from other employees. She seemed motivated to generate good production statistics (but do little real work). Work not done by her was sometimes pooled, given a higher priority, and then assigned to other people (partly on overtime). She was also allowed overtime (partly at time and a half) in order to do the work not done on regular time. (When offered, overtime is normally allowed for everyone whether they chose to work or not because discrimination on an individual and subjective basis is a major offense).

This subject has a pleasant personality but it is important not to confuse personality with character. She is wholly unqualified for any type of office position due to an excessively active social life. Under the current "fairness" system she has obtained permanent lifetime employment, overtime, retirement benefits, and multiple "fair share" promotions based on the doctrines of presumptive equality and non-discrimination. She was, however, not the weakest member of the section. Two other black females had even worse work ethics but were not evaluated in detail because they had much shorter track records.

A nearby coworker was adversely effected in terms of reduced effort because the subject's successful socialization reinforced her own indiginous recreational behavior (extrinsic social reinforcement undermines productive intrinsic motivation).

The subject's supervisor was not a disciplinarian and was sometimes unreceptive to complaints (M.Y.O.B.). However, the person under discussion was counseled on a few occasions. This resulted in temporary improvements. The potential reinforcers were not effective after several weeks because they were not expected to have any serious consequences.

Looking past severe behavioral problems is a typical rather than unique supervisory response in this environment. Only one supervisor known to this writer - a black female and excellent person - seems to enforce discipline on a daily basis (with partial success).

A nearby black manager has a somewhat laissezfaire attitude toward work and is a poor role model in that regard (but is well educated and intellectually competent). A white manager seems to court favor with blacks and is unlikely to enforce discipline beyond counseling. A higher level manager seems to be holding out until retirement. The highest level manager never comes around. In 1997 some black females were observed holding a party in an office vacated by a manager. This is symbolic of what has happened to the overall environment.

DUD RATIOS: Subjectively, blacks appear to have a similar range of character and ability as other groups. Their top end people are good and capable individuals. They do not lack

intelligence (they successfully played the powers that be for a dupe). In general, this writer would characterize blacks as a friendly and highly social people who tend to produce good athletes and can certainly hold their own in the entertainment industry. They do, however, have an extremely high dud ratio (an important concept in civil service). Duds are defined as people who don't come close to earning their salary due to serious character defects. Duds are inferior people because they are ultra-lazy, hedonists, thieves, hypocrites, ingrates, betrayers of legitimate group aspirations, destroyers of morale, and falsifiers of documentation certifying that they actually worked. The contrary view is simply incompetent idealism. Virtually all gender, ethnic, and educational groups as well as combination groups have dud ratios. The difference in ratios between various groups may be significant, insignificant, or radically significant as suggested by column "L" data.

Blacks often display a high level of impropriety in the workplace. There appears to be a "need" or predisposition to be entertained while working which represents an immaturity unrelated to youthful age. // One black female, with "be all that you can be" type posters on her wall, sees nothing wrong with spending 2 to 5 hours each day on personal phone calls. She once expressed an interest in making her temporary government job permanent. // Another individual picked up the phone exclaiming "Hi! How's it going!" - it turned out to be an unanticipated business call. // A third announced that she was taking an extra lunch hour following a provided holiday meal because "everyone is doing it...it's only fair." That was not the case nor was there any authorization for an extension. // Several black females walked out of a training class because it was their break time. // Another, "earning" about 48,000/year after multiple promotions, expressed an interest in finding out when the next salary increment would occur but spends most of the day socializing, doing recreational reading, and sleeping. // A supervisor comments that they tend to grieve everything. // This writer has encountered 3 black females who simply refuse to work (giving a less than 10% effort). One of these management unsuccessfully attempted to discharge. The other two were transferred in from other job locations. Upon receiving a request to provide needed reinforcement those other locations promptly forwarded their problem people (dud dumping).

Because blacks have a high dud ratio they tend to blight environments and are, therefore, resented. One interpretation of this resentment is to simply define it as racism but the problem is very real and not solely based on something superficial (such as skin color). Traditionally, employers have sought to protect themselves by practicing discrimination. This facilitates ghettoization, poverty, and is unfair to blacks who are conscientious. However, the current remedies of anti-discrimination laws with equalitarian behavioral presumptions support a host of offenses against objective fairness and efficiency.

A HISTORY OF WHAT WENT WRONG: When this writer first became employed in a government suburban office everyone worked. There were personality conflicts and different capabilities but there was no chronic parasitism. Except for a few clerical workers, everyone was a college graduate. Most of the males were military veterans. There was only one black male; he worked and eventually became a high level manager. Later, moving to a city location, a first impression was that the staff was a bit anemic but things were not terrible, people basically worked, and supervisors did impose some discipline. Frankly, the real downturn came with black empowerment, a rapid influx of largely undisciplined black females, and a subsequent war on standards supported by the union to facilitate upward mobility for the "disadvantaged." Testing and degree requirements were reduced or dropped, there was a greater emphasis on rights, seniority, and non-discrimination plus a weakening emphasis on responsibility and subjective judgements. But EEO/AA interests failed to provide a qualified staff and are largely responsible for creating a partially disintegrated work environment.

WHY DISCIPLINE FAILS: In addition to causal factors stated elsewhere, here are some additional insights: government was extremely ill advised to make broadly defined discrimination a high crime because it lost its ability to retain effective control of the workplace. Additionally, it is illogical to advance rights mode thinking among F-quality staffing.

There is a false perception of semi-professionalism left over from the days when a degree was a job requirement. One result of this is that employee work stations are semi-private which facilitates parasitism. This mission would be better served in a large open area where employees work facing their supervisors and punching a time clock.

During initial employment interviews, people with the responsibility to hire can't readily discern quality of character. This can only be determined subjectively over a period of time by someone in close proximity. There has to be an effective mechanism to identify and either

reform or eliminate selection errors retroactively.

Blacks are particularly sensitive to having their behavior questioned by peers and even by supervisors. Having "come up from slavery" they often feel a duty to resist even modest, polite, and reasonable admonitions as a "point of honor." This results in both formal and informal rules against peer pressure which might escalate into a distasteful confrontation.

Another problem is an unwillingness to publicly contradict the prevailing equalitarian ideology. Whites are afraid of being called a racist and blacks a traitor if they officially report that a very large portion of the EEO/AA population is unproductive. For example, some years ago a state senator was publicly savaged (by those who don't believe in free speech and corrective democracy) for stating that some blacks have a poor work ethic. Making a meek, accurate, and qualified statement resulted in demands for censorship and resignation.

Bottom end people are hedonists motivated by pleasure and pain and both of these incentives have been eliminated. Minimal effort employees know that the hierarchy and various civil rights organizations will block any efforts to impose any serious consequences for parasitism. Counseling is ultimately ineffective while suspension without pay is compensated with additional time off. So pain has been eliminated as an incentive. As to pleasure, they already have a secure and comfortable environment, do only token amounts of work, and are slated to get meaningless "fair share" and "upward mobility" promotions regardless of effort.

Among the lower end people there appears to be a lack of achievement motivation. Instead, there is an attempt to maintain the illusion of working while actually evading work. Such lack of perseverance occurs because satisfaction comes from hedonistic behavior. Negative imitation and social loafing (let someone else do it) are also apparent. Among EEO/AA policy makers, success motivation seems to be defined solely in terms of providing beneficiaries with secure jobs, "fair share" promotions, and favorable upward mobility statistics.

Laws and regulations designed to prevent discrimination for illegitimate reasons are also effectively inhibiting discrimination for compelling reasons. Most of the offenders are from protected classes and any attempted prosecution may backfire (the disciplinarian may be charged with bias or racism simply because it is an effective tactic).

When people feel that they are being treated unfairly they sometimes respond by reducing effort. This can be seen among some of the non-black employees and has, for obvious historical reasons, influenced blacks to an even greater degree.

The entire mechanism for maintaining discipline falls on the supervisor who is not always available or who simply does not want to become involved in imposing disciplinary measures because to do so is ineffective, distasteful, may appear authoritarian, and probably won't be adequately supported by higher echelons. But the refusal to discharge or impose severe consequences on the parasitic element allows "dead wood" to accumulate.

When supervisors are saturated with problem people and burdened by rules against discrimination with its attending procedural supports they often move away from imposing any real discipline. Since they did not create the untenable situation or hire the unqualified employees they don't take full responsibility for solving the resulting problems. They often cope by becoming ultra-tolerant and by pretending not to notice excessive time theft. They have also become weary of people who require constant control in order to be productive.

There exists an environment of tolerance which values concepts such as "mind your own business," "diversity (of behavior)," plus an inability to officially contradict presumptive equality which undermines the will to resist. Efforts at imposing discipline are only occasional and often overgeneralized by memorandum. What has evolved over time is that, in most areas, people can work as much or as little as they want to with no anticipation of any corresponding reward or punishment. Supervision and management have largely removed themselves from enforcing discipline preferring to concentrate on other aspects of their functions. They don't want to fight the procedural, legal, and political battles which would be necessary to prosecute parasites because the battle is viewed as lost before it is joined.

Office environments have a much greater potential for abuse than assemblyline work or facing a cue of customers. Semi-private access to a free phone system invites chronic abuse (especially for females). Such work areas require special control mechanisms and a greater selectivity in employment in order to insure productivity. Flexible hours is popular but also subject to abuse. The person discussed under "Portrait of a Parasite" schedules overtime and lunch hour extensions during periods when the supervisor is usually not present.

The behavior described herein is partly a reflection of the overall quality of the staff. Avoiding this circumstance is why private companies are selective in the first place and prune "dead wood" in order to stay functionally healthy.

There appears to be a lack of communication between people who make high level policy and those expected to implement it at the local level. Personnel policy makers and supervisors need to have discussions in order to determine if high level policies are working.

CAUSALITY: This writer believes in multiple causal factors as a reason for personnel failure pertaining to a particular class (cultural, gender, racial, & educational). But what is primarily evident among the poorer workers is a chronic laziness and sometimes retaliatory parasitism (the attitude that one is a victim which society owes compensation - i.e., a "free ride"). The culture of hedonism among blacks also manifests itself in areas ranging from a high incidence of drug use and illegitimacy to an exuberant form of religious worship.

LOCAL IMPLICATIONS: In the environment being evaluated there has been a fundamental disconnection between salary and effectiveness. An inverse relationship has occurred between merit and promotions (see columns "L" & "M"). Also, there is a lack of reward for many people who do choose to work. In many cases their only rewards beyond salary are: (1) career martyrdom and (2) to be reassigned the work of lazy people. Even if they are promoted to supervisor they will then have to either deal with problem people with inadequate resources or permit subordinates to steal time on their watch and suffer a loss of self-esteem.

Among offenses, excessive time theft falls somewhere between a minor misdemeanor and no offense at all even though the better part of a million dollars will be stolen over a lifetime for each serious offender. Ironically, had one of those individuals been apprehended stealing a \$500.00 piece of office equipment it may very well have resulted in a discharge.

The "disadvantaged" are not learning to be productive citizens in this environment. That would take a mechanism similar to military basic training. This writer only knows of 1 or 2 people who initially came in with parasitic behavior and later matured into useful workers. Most employees remain unsatisfactory throughout their careers because they are overprotected from negative consequences and rewarded on a "fair share" basis regardless of behavior.

EEO/AA values have led to a permissive work environment. This circumstance should be considered permanent because any corrective solution would require a large degree of proper discrimination (politically untenable). Reform won't occur because lazy people can't be segregated and expelled. Their retention will act to discourage and corrupt new employees. A replacement staff or privatization solution would result in a lack of continuity.

GENERALIZATION: While 24 individuals is obviously an inadequate sample for a formal study, it approaches the maximum number of subjects suitable for a single observer. The total level of experience this writer has actually involves several hundred people. Five out of seven sections experienced have contained multiple parasites. They are also observed in other areas. Several employees who served in other government agencies report similar and sometimes even worse conditions. Some fast food restaurants, even black owned franchises, seem to prefer hispanics as employees. On the other hand, the great majority of blacks observed serving cues of customers in the private sector are working appropriately. So context is a factor requiring additional study. This includes the nature of the work, non-availability of telephones, and a more compelling need to discharge ineffective employees.

<<GENERAL IMPLICATIONS>> Based on this writer's own experience the following observations are advanced. Readers will have to judge for themselves the degree to which this summary of perceptions can be generalized to other environments.:

AFFIRMATIVE ACTION: Civil service is being exploited excessively for the purpose of social engineering. The objective is to move people from the impoverished class into the middle class. While this is a legitimate end it's implementation has a severe downside which is being ignored; unqualified staff is being recruited and advanced under EEO/AA auspices.

The number of promotional slots is always limited. Promotions given to lazy people, often with less education, are being taken from people who would have earned them in a meritocracy. This is occurring partly out of design and partly because of a refusal to properly discriminate between legitimate employees and recreationalists.

Affirmative action often results in minority empowerment (i.e., takeover), followed by a subsequent redefinition of the mission and the implementation of untenable "fairness" doctrines. Unless curtailed, affirmative action serves as a "blank check" for rampant reverse discrimination with a heavy influx of people who are faking their employment.

NON-DISCRIMINATION: Once strong anti-discrimination measures are implemented and legally backed up by numerous "rights" regulations and organizations government will find it pragmatically difficult or even functionally impossible to discriminate on legitimate grounds. This will result in unfairness and a host of events antagonistic to the overall mission. Broad policies of non-discrimination are bad news for the assigned mission and for people who choose to work, give extra effort, and who are better educated. They are good news for the less educated and the chronically lazy who "earn" a living by evading work. The bottom end people cited on the datasheets and in the text of this effort will effectively steal the better part of a million dollars (each) over a lifetime in salary and benefits because government will not identify and reform or properly discriminate against them.

STEREOTYPING: While it is true that one must guard against unfair stereotyping one ought not go to the other extreme and assume that all stereotypes are false. A writer who studied stereotyping came to the conclusion that almost half of such generalizations were essentially true.

SOCIOLOGICAL INPUT: The rapid influx of minorities into civil service office environments in combination with doctrines of presumptive functional equality, rights orientation, empowerment, remote union policies, EEO/AA implementation, upward mobility, idealistic assumptions, a war on standards, presumed semi-professionalism, unionism, tolerance and non-discrimination are seriously undermining discipline and eroding functionality. Groups relatively new to the office work environment (excepting asians) seem to have a relatively weak internalized work ethic and are more apt to mimic fictional television programming where people displayed in work areas mainly socialize. Government is paying many people primarily to prove that it doesn't discriminate rather than for work actually accomplished. This writer would extrapolate from personal experience that there are armies of unmotivated employees EEO/AA forces want to legislate onto someone's payroll.

WELFARE RECIPIENTS: The planned movement of welfare recipients into "good paying jobs" is overtly idealistic because it assumes that such individuals will be readily converted into fully productive employees in a rights oriented non-discriminatory environment. This "feel good" theory is pragmatically naive. Will America really gain by stopping a \$10,000/year welfare benefit and, instead, employing that individual to work 28% of the time in a \$45,000/year office job? There are also limits as to how many such people civil service and private industry can absorb without seriously damaging functionality and the morale of more responsible employees even though some recipients are or may eventually become good workers.

JUDGE PEOPLE AS INDIVIDUALS: While there is considerable merit to the assertion that people should be judged as individuals, the implemented effective policy is skewed toward making as few public judgements as possible because to do so routinely would lead to the formation of a motive and a basis for discrimination. Judgements have historically been made on the basis of race because it is more apparent than individual character and because there is a strong correlation between negative behavior and some racial, class, and educational groups. Negative group traits (real or perceived) taint innocent members of the group which result in unfair discrimination. However, the current remedy - to simply assume that there are no significant differences between groups - has severe and untenable results.

EQUAL OPPORTUNITY: Most people would accept the concept of equal opportunity as being fair because it is perceived as a strict meritocracy free of individual, racial, and gender bias. But what the phrase effectively means is a demand for statistical results demonstrating parity regardless of individual and average group performance. "Equal pay for equal work" is a valid principle but it is meaningless in a wildly diverse group. Many employees are interested in equal pay but are unconcerned about the equal work part of the fairness formula.

INCOMPETENT IDEALISM occurs when perceptions of reality are based on what people would like to be true rather than direct experience and rational analysis. Error occurs when "truth" is viewed as whatever makes one "feel good" (and, conversely, what doesn't make one "feel good" is viewed as not being true). Incompetent idealism tends to view "fairness" from only a single direction and serves to provide "fairminded ones" with an illusion of superiority because they can assign terms such as "tolerant" and "progressive" to themselves as an ego stroking mechanism. However, the assumption that the new order is fairer than the old needs to be seriously reconsidered as does the apparent view that all groups are, at least on an

average basis, functionally equal. A scientist who believed that what was true was whatever made him "feel good" would be a charlatan; an engineer would be endangering public safety. Napoleon did not regard all of his regiments as being functionally equal out of some misguided loyalty to the concept of equalitarianism. While he had both regular and elite units, he also had Neopolitians of which he said "these troops are no better than none at all."

In the contemporary worldview one is not rewarded for imparting distasteful realities. People working in the news and entertainment media, as well as some politicians and academics, tend to fawn over, idealize, and romance minority behavior in an effort to counterbalance and overcome "prejudice and discrimination." Eventually they become duped by their own propaganda. Public admonitions against racism will have a difficult time succeeding in the face of contradictory direct experience. Legislation won't be fully effective in changing hearts and minds if an important underlying cause of racism (black attitudes toward work) remains unmodified. Equalitarianism, itself, can constitute a prejudice. It may make personnel decisions easier but it degrades the environment and, in the final analysis, represents unfairness and incompetence. There's nothing wrong with the ideal of a family of mixed individuals working in harmony and professionalism toward a common goal. However, the current system will never realize that ideal to the extent that it serves a lie.

COMMUNISM REVISITED? Policies implementated in the evaluated environment have many of the same inherent weaknesses as communism as an economic system. This is not to argue that those in power are communists (although a predecessor union was known to have a communist faction), but rather that "fairness" implementation has led to a place with similar economic and social results. // Under communism everone has a lifetime job even if they really don't want to work along with equal pay with those actually working. Communism sacrifices the interests of the productive to bolster the unproductive. If this is done excessively it will backfire because it discourages effort by reducing personal reward as well as repercussions for sloth. // The implementors of "fairness" policy largely come from the "disadvantaged" class which has a biased viewpoint and a less successful experiential record. // Under communism too much weight is given to theory and not enough to direct experience. Personnel policies are created and locked in place by remote authority. Local management is virtually powerless to implement any meaningful reform. // Communism seeks to create a classless society as opposed to a flexible class structure. This removes incentives for self-improvement. // The principle "from each according to his ability to each according to his need" has been implemented in America's civil service. While the bulk of the work moves toward those who are better educated and/or willing to work, the hiring and promotional system serves the concept of upward mobility for the "disadvantaged" even when it is wholly unmerited.

FAIRNESS: There needs to be a public discussion about problem behavior in the workplace affecting productivity and how to either reform such individuals or, as a second option, properly discriminate against them in hiring, retention, and promotion. People should be given opportunity but if they don't measure up, especially when due to serious character defects, then there should be heavy consequences. Such people need to be made an example of in order to motivate other marginal employees; otherwise personnel errors are permanent and corrosive. In the evaluated group a major behavioral gap exists between work focused and recreationally focused employees. Equality and semi-professionalism were wrongly presumed. Far too many blacks, among others, seem to have a laissezfaire attitude toward work. They lack a sense of obligation and propriety. The belief that blacks are noble victims "discriminated against only because of the color of their skin" simply isn't true.

It is an atrocity to discharge people who are working due to lack of seniority during a reduction in force while promoting people who come to work primarily for social reasons. It is amazing how much effort government puts into creating "fairness" only to have a result become more unfair than the system it replaced. In contrast, Japanese workers and employers exchange dedication and loyalty for a lifetime of mutual benefit. In the U.S., the government's concern is too often being repaid with sloth and dereliction of duty.

EQUALITY: Idealistic equalitarian principles such as "equal opportunity," "equal pay for equal work" and "non-discrimination" have little rational meaning in the context of the evaluated environment. Presupposition is the most commonly dangerous word in any language. Racial and gender biases certainly exist, but they are not the only societal prejudices; there are also ideological and idealistic misperceptions. Too many policy makers have reasoned from desired conclusions.