

public servants to the public itself and to the Government.

All government employees should realize that the process of collective bargaining, as usually understood, cannot be transplanted into the public service. It has its distinct and insurmountable limitations when applied to public personnel management. The very nature and purposes of Government make it impossible for administrative officials to represent fully or to bind the employer in mutual discussions with Government employee organizations. The employer is the whole people, who speak by means of laws enacted by their representatives in Congress. Accordingly, administrative officials and employees alike are governed and guided, and in many instances restricted, by laws which establish policies, procedures, or rules in personnel matters.

Particularly, I want to emphasize my conviction that militant tactics have no place in the functions of any organization of Government employees. Upon employees in the Federal service rests the obligation to serve the whole people, whose interests and welfare require orderliness and continuity in the conduct of Government activities. This obligation is paramount. Since their own services have to do with the func-

tioning of the Government, a strike of public employees manifests nothing less than an intent on their part to prevent or obstruct the operations of Government until their demands are satisfied. Such action, looking toward the paralysis of Government by those who have sworn to support it, is unthinkable and intolerable. It is therefore, with a feeling of gratification, that I have noted in the constitution of the National Federation of Federal Employees the provision that "under no circumstances shall this Federation engage in or support strikes against the United States Government."

Mr. White's conclusions follow:

Concern for an intelligent and responsible public service was logically inherent in Franklin Roosevelt's whole concept of the role of government in society. He rejected the theory of the automatically beneficial consequences of the completely free play of economic and social forces. He believed that intelligence could be usefully applied toward creating a better society by conscious will and purpose. He was ready to ask government to intervene where nonintervention meant obvious social distress and human loss. He was willing to have government undertake more for the common good than any of his predecessors.

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