ERASE THIS BLOT

Be A Leader
State Employees
GET YOUR FREE X-RAY

(See page 208)
As of October 1, 1946, Membership Renewal Bills will be distributed to all present members of the Association. Membership Applications will be made available to non-members.

Paying YOUR dues promptly helps the Association to devote more time and effort to helping YOU.

SUPPORT YOUR CHAPTER AND ASSOCIATION BY MEMBERSHIP AND ACTIVE PARTICIPATION IN CHAPTER AND ASSOCIATION PROGRAMS
THE STATE EMPLOYEE
Official Publication of
The Association of State Civil Service Employees of the State of New York, Inc.
Vol. 15, Number 7
September, 1946
10c a Copy

THE ASSOCIATION
President - - - Frank L. Tolman
1st Vice-President - Jesse B. McFarland
2nd Vice-President - Leo F. Gurry
3rd Vice-President - John F. Powers
Treasurer - - - Earl P. Pfannebecker
Secretary - - - Janet Macfarlane
Counsel - - - John T. DeGraff
Exec. Rep. - - William F. McDonough
Exec. Secretary - - John T. DeGraff
Field Rep. - - Lawrence J. Hollister

THE MAGAZINE
Editor-in-Chief - - Thomas C. Stowell
Managing Editor - - Mr. McDonough
Advertising Mgr. - - Patrick P. DeMurio
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Photographer - - W. P. Kennedy
Editorial Board—Mr. Stowell, Chairman; Theodore Becker, John Daniels, Joseph J. Horan, Wayne W. Soper, A. Ranger Tyler.

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The Why and How of a New Constitution

At a special meeting of Association delegates on June 25, 1946, the Constitution of the Association was amended so as to open membership in the Association to all Civil Service employees of counties, cities, towns, villages and other political subdivisions of State government.

Prior to the meeting on June 25, other proposed amendments to the Constitution to implement the admission to membership of municipal employees under the provision referred to were printed in the Civil Service Leader and in the State Employee.

The proposed amendments to the Constitution, as submitted by a special Constitutional Committee of the Association, were presented to the delegate meeting on June 25 and these proposed amendments will come before the annual meeting of the Association on October 15 for action.

It is essential that details covering reorganization of the Association to permit proper representation of all groups and the carrying out of the purposes and programs of the Association be provided for in the Association Constitution and, therefore, the delegates to the annual meeting on October 15 are charged with the responsibility of providing a complete and workable Constitution.

The proposed amendments printed herewith, which will be considered at the annual meeting to be held at the hotel named as at the February meeting of the Association composed of: Theodore Becker, Assistant Counsel of the Department of Civil Service and Chairman of the special committee; Charles H. Foster, representative of the Executive Department; John A. Cromie, Taxation and Finance Department; and William C. Fuss, Conservation Department, all representatives of their Departments on the Executive Committee of the Association; Robert C. Killough of the Legal Staff of the Education Department; Paul McCann, President of the Correction Department Chapter, Albany; and C. R. Cox, President of the Health Department Chapter, Albany. The President of the Association, Dr. Frank L. Tolman was a member of the committee ex-officio.

The committee was also assisted by John T. DeGraff and John Holt-Harris, Counsel and Assistant Counsel, respectively of the Association.

Mr. Becker’s special committee spent countless hours in a study of fundamental purposes and policies of the proposed State-wide organization to include all municipal employees, and each of the Articles of the Constitution and By-Laws are the result of the combined thought of scores of able members of the Association who were consulted during the months in which the committee was considering the new Constitution. It is doubted if any document of this kind has been given more thought or intensive study than has the proposed Constitution which will be presented to the delegates. The committee does not claim that it is perfect but it is a most carefully drawn document and delegates may be assured that those who worked on it were imbued with the single idea of developing a plan that would assure a strong and constructive organization worthy of Civil Service employees in every subdivision of State Government.

ARTICLE I
NAME
This organization shall be known as THE CIVIL SERVICE EMPLOYEES ASSOCIATION, INC. The headquarters of the Association shall be maintained in the city of Albany.

ARTICLE II
PURPOSE AND POLICY
This Association is organized to uphold and extend the principle of merit and fitness in public employment, to maintain and promote efficiency in public service and to advance the interests of all civil service employees. It is dedicated to the principle that Government is the servant and not the master of the People, that its objectives are to be attained by truly democratic methods and, with the conviction that the People are entitled to uninterrupted governmental service, it renounces the use of the strike by public employees.

ARTICLE III
MEMBERSHIP
Persons who are employed in or who have retired from the civil service of the State of New York or any political subdivision thereof shall be eligible for membership.

ARTICLE IV
ORGANIZATION OF THE ASSOCIATION
Section 1. Divisions. The Association shall be organized in two divisions to be known as the state division and the county division. Members who are employees of the state shall be in the state division and members who are employees of the political subdivisions of the state shall be in the county division.

Section 2. Board of Directors. The power and authority to transact all business of the Association shall, subject to the power and authority of the delegates at meetings of the Association, be vested in a board of directors which shall consist of officers of the Association, the members of the executive committee of the county division, the members of the executive committee of the state division and the chairman of each standing committee. The board of directors may create one or more sub-committees to perform such duties as the board shall delegate.

Section 3. Directors Committee. The board of directors shall elect from its membership a directors committee, to consist of not less than seven and not more than twenty-one members, and such directors committee shall be vested with the power and authority of the board of directors when the board is not in session.

Section 4. Officers. The officers of the Association shall be a president, three or more vice-presidents, a secretary and a treasurer.

(a) Election. Officers of the Association shall be elected by ballot at the annual meeting in the manner prescribed in the by-laws. They shall hold office for a term of one year or until their successors shall have qualified. Vacancies in any office may be filled for the remainder of the term by the board of directors.

(b) Nominations. A nominating committee shall be appointed by the executive committee at least ninety days before the annual meeting of the Association and such committee, after giving full consideration to all facts or petitions presented to it by individual members or groups of members, shall file with the secretary, at least sixty days before the annual meeting, nominations for officers of the Association.

Section 5. Regional Conferences. The board of directors may divide the state into not more than five regions and within each region two or more chapters in the state division may form a regional conference...
ARTICLE VI
COUNTY DIVISION
Section 1. County executive committee. The power and authority to transact business relating to employees of the political subdivisions of the state shall, except as otherwise provided herein, be vested in a county executive committee which shall consist of the officers of the Association and one representative from each county chapter. The county executive committee may create one or more sub-committees to perform such duties as the County executive committee shall delegate. The representative of a county chapter shall be selected by such chapter.

Section 2. Chapters. A chapter may be formed by members in the county division in any county, or in any region containing one or more counties, upon the approval by the board of directors of the constitution and by-laws of such chapter; provided, however, that no chapter shall include in its membership any employee of the City of New York or of any of the five counties comprising the City of New York. Such chapter may be dissolved by a two-thirds vote of the board of directors.

ARTICLE VII
MEETINGS OF DElegates
Section 1. Delegates. Members of each chapter shall select from their membership one or more delegates to represent the members of the chapter at all meetings of the Association. Prior to July first of each year, each chapter shall file with the secretary of the Association an accurate list containing the names and addresses of its delegates for the ensuing year. Such delegate or delegates shall have one vote for each one hundred members or fraction thereof in such chapter, based upon the paid membership in the Association on the first day of July preceding the meeting. The number of votes each chapter or department is entitled to cast shall be determined by a board of canvassers appointed by the board of directors. Members in the state division who are not entitled to representation by chapter delegates pursuant to this section shall be represented at all meetings of the Association by members of the state executive committee as delegates representing each of the state departments, and each such delegate shall have one vote for each one hundred members, or fraction thereof, in the department from which he was elected, excluding those members who are represented by chapter delegates as provided in this section. The votes of each chapter or department shall be cast as a unit unless the delegates have been instructed to split such votes on a particular issue in a manner prescribed by the members of such chapter or department. Such delegates selected or appointed pursuant to this section shall have and may exercise all the powers, rights and privileges of members at any meeting of the Association.

ARTICLE VIII
FUNDS
No funds of the Association shall be disbursed unless authorized by the board of directors or at a regularly assembled meeting of the Association.

ARTICLE IX
BY-LAWS
ARTICLE I
DUTIES OF OFFICERS
Section 1. President. The president shall preside at all meetings of the Association. His signature shall be required on all contracts and on all orders drawn upon the treasurer that have been approved by the Association or the board of directors. He shall be a member ex-officio of all committees and shall initiate and effectuate plans which, in his judgment, are in the best interests of the Association. He shall be responsible for the organization and direction of the staff of the Association, and shall direct and supervise the collection of dues. He shall direct and supervise the issuance of all publications of the Association. He shall appoint all committees of the Association unless their selection is otherwise directed. He shall give a surety bond, at the expense of the Association, in an amount fixed by the board of directors.

Section 2. Vice-Presidents. There shall be a first, second, third, fourth and fifth vice-president. If the president is unable for any cause to act, or if the office becomes vacant, one of the vice-presidents in the order above set forth, shall temporarily perform the duties of the office.

Section 3. Secretary. The secretary shall be responsible for the custody of all official papers of the Association and the record of its proceedings. He shall give notice of meetings as directed by the president.

Section 4. Treasurer. The treasurer shall be responsible for the custody of all funds of the Association. He shall keep an accurate account of all receipts and disbursements, and of all moneys, securities and other property owned by the Association, and shall submit an itemized report at each annual meeting of the Association. His accounts shall be open at all times to the inspection of the board of directors or the president. He shall give a surety bond, at the expense of the Association, in an amount fixed by the board of directors.

ARTICLE II
MEETINGS
Section 1. Annual Meeting. The annual meeting of the Association shall be held on the first Tuesday of
each October. Officers of the Association and members of the state executive committee shall be elected by ballot. Ballots, with the names of all duly nominated candidates printed thereon, shall, at least ten days prior to the date of the annual meeting, be distributed in the official magazine or otherwise made available to members at all offices or locations designated by the board of directors. The ballot, or the envelope in which the ballot is enclosed, shall be marked “Ballot” and such envelope or ballot shall also bear the signature of the member and the name of the department or unit of government in which he is employed. The ballot shall contain instructions as to how a secret ballot may be cast. To be counted, properly prepared ballots must be received at the headquarters of the Association, either by mail or in person, before six o’clock P.M. on the day of the annual meeting. The board of directors shall appoint a board of canvassers, of at least three members of the Association, to determine the validity of nominating petitions and to count the ballots. The member receiving the greatest number of votes for the office shall be declared elected. Any member whose name is printed on the ballot may be present during the counting of the ballots. In case of a tie vote, a new ballot shall be taken under rules established by the board of directors.

Section 2. Board of Directors. Meetings of the board of directors shall be held upon call of the president. Upon the written request of five or more members of the board of directors, the president shall call a special meeting of the board.

Section 3. Directors Committee. Meetings of the directors committee shall be held upon call of the president. Upon the written request of one-third of the members of the directors committee, the president shall call a special meeting of the committee.

Section 4. State Executive Committee. Meetings of the state executive committee shall be held upon call of the president. Upon the written request of five or more members of the state executive committee, the president shall call a special meeting of the committee.

Section 5. County Executive Committee. Meetings of the county executive committee shall be held upon call of the president. Upon the written request of five or more members of the county executive committee, the president shall call a special meeting of the committee.

Section 6. Special Meetings. Special meetings of the Association shall be held upon call of the president. Upon the written request of a majority of the members of the board of directors, the president shall call a special meeting of the Association.

Section 7. Notice. Notice of special meetings of the Association, the board of directors, the directors committee, the state executive committee or the county executive committee shall be given by publication in the official magazine or by mailing to each delegate or committee member at least three days before the date of such meeting.

Section 8. Proxies. A member of the board of directors, the directors committee, the state executive committee, the county executive committee, or a delegate to any meeting of the Association who is unable to attend a meeting is empowered to appoint, by written designation filed with the secretary of the Association, a member of his chapter or department to act in his place, provided however, that no officer of the Association shall be represented by proxy.

Section 9. Order of Business. The order of business at all meetings shall be as follows:
1. Reading of Minutes
2. Reports of Officers
3. Reports of Committees
4. Unfinished Business
5. New Business


ARTICLE III
DUES

Section 1. Fiscal Year. The fiscal year of the Association shall commence on the first day of October and end on the thirtieth day of September.

Section 2. Amount. The dues of the Association shall be payable in advance on the first day of October each year.

The dues of members of the state division shall be three dollars per annum, of which one dollar shall be refunded to chapters as hereinafter provided.

The dues of members of the county division shall be six dollars per annum, of which two dollars shall be refunded to chapters as hereinafter provided.

Section 3. Refunds to chapters. Each duly organized chapter of fifty or more members in the state division shall receive from the treasurer an annual payment of one dollar, and each duly organized chapter of five hundred or more members in the county division shall receive from the treasurer an annual payment of two dollars, based upon the paid membership in such chapter. The expenses of delegates to regular and special meetings of the Association shall be paid by the chapter from such fund.

ARTICLE IV
EXPULSION OF MEMBERS

Section 1. A member whose dues are in arrears for four months shall be notified in writing and, if he fails to remit his dues within thirty days thereafter, he may be expelled from the Association upon the recommendation of the Board of Directors.

Section 2. Any officer or member may be suspended or expelled by a two-thirds vote of the Board of Directors for conduct prejudicial to the best interests of the Association after written charges have been preferred against him and he has been afforded a reasonable opportunity to be heard.

ARTICLE V
COMMITTEES

The standing committees of the Association shall be as follows:
Legislative Committee, Auditing Committee, Grievance Committee, Social Committee, Education Committee, Membership Committee, Pensions Committee, Salary Committee, Publicity Committee.

ARTICLE VI
AMENDMENTS

These By-Laws may be amended by a majority vote at any meeting of the Association.
Governor Thomas E. Dewey personally launched one phase of New York State's campaign to blot out tuberculosis when he became the first of many thousand State employees to have a free chest x-ray examination.

In setting the example for all others in State service the Governor said: "Every State employee can help put an end to tuberculosis in New York by taking advantage of the chest x-ray service which is available free of charge. Your voluntary participation will give impetus to a program which will eventually reach every citizen."

All x-ray reports will be confidential and will be sent in sealed envelopes to all employees examined. If abnormal findings are noted in an x-ray film, the interpretation will be sent to the employee's own physician and the worker will be advised to consult that physician.

To make it as easy as possible for employees to take advantage of this important public health service, convenient locations have been selected where the x-ray equipment will be set up. The State Capitol is the starting point.

The x-raying of State employees is only the beginning of the expansion of case finding which has for its aim the x-ray examination of every one of the 13 million residents of New York. It should be emphasized, however, that case finding through whatever means, is only one phase of the expanded tuberculosis control program of the State. Other essential steps are readily available—adequate treatment, follow-up and rehabilitation.

To assure free treatment and diagnosis of tuberculosis the "means test" has been eliminated. No resident of the State who has or is suspected of having the disease shall be required to pay in whole or part for care, treatment or any diagnostic examination, provided by a Health Department, Public Clinic or any Tuberculosis Hospital.

Counties and cities shall be entitled to reimbursement by the State for treatment of tuberculosis patients in tuberculosis hospitals or in tuberculosis departments of general hospitals operated by such localities. The amount of State aid shall be 50 per cent of the per diem cost of treatment of patients at a rate not to exceed $2.50 per patient day.

The program calls also for a study of rehabilitation facilities for patients and intensification of research in tuberculosis.

Dr. Robert E. Plunkett, general superintendent of tuberculosis hospitals, has stated: "The Governor has set the goal. The State and local health departments have been given a job to do. It presents a challenge of major proportions. The State Department of Health has accepted that challenge. Every official and voluntary agency directly or indirectly concerned with this great human and economic problem must also accept this challenge. Teamwork is prerequisite to success. Let us plan together and work together in order that as time passes we may with modest pride, periodically give an account of a productive stewardship."
Believes State Will Treat Employees Fairly In Pay

Everyone is worrying about the cost of living, but the State workers have particular reason to worry because their pay raises must await legislative action and no action is likely to be effective until April 1, 1947.

The delay may be very serious for most state workers. The price index of 28 basic commodities jumped from 199.4 on June 28 when OPA rules were suspended to 248.9 on the last day of decontrol. They had only dropped back to 240.9 by August 14. Of course the cost of living has not moved as rapidly as these basic commodity prices but the tendency is for the cost of living to follow in the same direction. The preliminary cost of living index for July 15 shows a rise of over five per cent between June 15 and July 15. The table on this page shows the movement of this index for a period of years. It was just about 100 in 1940 before we were in the war. By June 15 it had reached 133 and now it is around 140. Competent observers believe it will go up another 5 points before the end of the year. This would carry it to 145 per cent above 1940.

These changes mean that when the Legislature meets next January the purchasing power of state salaries will be about one-tenth less than the Legislature granted last January. A ten per cent cut in pay forces drastic action in most families. Milk, meat and fruit are purchased less freely and less healthful foods are substituted. Clothing is worn beyond the point where it becomes threadbare. Medical and dental work are delayed. Family amusements are drastically curtailed. In more normal times one would move to cheaper living quarters but that is impossible now. Under present circumstances one is lucky if he can keep his old apartment. Where one is unlucky and has to move he often has to buy a house to get a place to live, and houses are 75 per cent above pre-war. For the unlucky ones who are forced to buy, the cost of living has jumped way beyond the official index.

Federal government workers are suffering problems quite similar to those the state workers are facing but their plight is not quite so serious because the Federal government has been more liberal with the cost-of-living adjustments in the past. The accompanying table of Federal increases shows that those earning $1200 per year before the war have received a 40.8 per cent cost of living adjustment with a scaling down of the increase to 28.8 per cent at $4,000 and a further slight scaling down beyond $4,000. The corresponding increases in the State scale were 30 per cent and 14 per cent.

The last Legislature recognized that the adjustments made in the salaries were probably inadequate, at least in some parts of the scale, and authorized an exhaustive study of State salary scales as compared to those maintained by other employers. This placed an obvious temporary hardship on those who received inadequate adjustments but the state officials seemed to feel that this was a lesser evil than running a risk of raising salaries too sharply. Events have demonstrated that there was no danger of raising salaries too much last winter. The great danger is that salary increases will be too slow in comparison to the rapidly rising cost of living and that state workers will suffer cuts in real wages of such magnitude as to subject them to excessive financial worry and impairment of living standards. In the end the State will suffer because of inadequate staffs. Already there is serious difficulty in filling many types of jobs.

The state workers in self-defense and for the ultimate welfare of the State must make their problems known. There is little question that the State, with its current ample income which has permitted sharp reductions in the state income tax, will treat its employees fairly and pay suitable salaries.

INDEXES OF COST OF LIVING IN THE UNITED STATES

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The author of this article is Charles M. Armstrong, Chairman of the Association's Salary Committee.
NOMINATING COMMITTEE

RENOMINATED

The Executive Committee, following its usual serious attention to assuring the highest possible type of leadership of the Association, selected a group of past Presidents to act as the Nominating Committee to make selections for the various offices of the Association and for members of the Executive Committee for the Association year beginning October 1, 1946. The committee consisted of:

- John A. Cromie, Department of Taxation and Finance, Chairman
- Mrs. Beulah Bailey Thull, Department of Audit and Control
- Charles A. Trindl, Department of Education
- Clifford C. Shoro, Department of Health

Each of these ex-Presidents had a record of remarkable achievements during their respective administrations. The Nominating Committee, in accord with the Constitution, have advised the Secretary that as a result of their deliberations and of suggestions received from many sources, they have selected the list of candidates for the Association year beginning October 1, 1946.

The Constitution of the Association provides that independent nominations may also be submitted when accompanied by a sufficient number of signatures of members of the Association, such independent nominations to be filed with the Secretary at least 30 days prior to the annual meeting. The ballot printed in this issue of The State Employee, which ballot will also be printed for distribution through the State, includes the independent nominations.

The Nominating Committee, after consideration of all recommendations made by members in the various departments of State government, presents the following candidates, together with those nominated by independent petition:

- President: Frank L. Tolman, Department of Education
- First Vice-President: Jesse B. McFarland, Department of Social Welfare
- Second Vice-President: Leo F. Gurry, Department of Mental Hygiene
- Third Vice-President: John F. Powers, Department of Labor
- Secretary: Janet MacFarlane, Department of Mental Hygiene
- Treasurer: Earl P. Pfannebecker, Department of Taxation and Finance

Members of the Executive Committee

- Agriculture and Markets:
  - Clyde A. Dyer
  - William F. Kuehn*
- Audit and Control:
  - Martin P. Lanahan*
- Banking:
  - Marie J. Hess*
- Civil Service:
  - Theodore Becker*
- Commerce:
  - Joseph J. Horan*
- Conservation:
  - William M. Post*
- Correction:
  - Leo M. Britt*
- Education:
  - Wayne W. Soper*
- Executive:
  - Charles H. Foster*
- Health:
  - Charlotte Clapper*

*Susie nominant

*Incumbent

SPECIAL REQUEST

The Board of Canvassers especially requests that ballots be sent to Association headquarters as far in advance of the meeting as possible, and that all ballots be delivered by 4 P.M. on October 15. The counting of the ballots is a tremendous job and the Committee will appreciate the cooperation of the membership toward making their work easier and assuring that the final results may be available early in the evening session of the Annual Meeting.

BALLOT ON PAGE.....221
TWO DAYS TO MAKE

Pre-Annual Meeting Program
MONDAY, OCTOBER 14, 1946
DEWITT CLINTON HOTEL
Headquarters: Library Room — 2nd Floor

7 — 9 P.M. Registration of Delegates

Venetian Room

6 — 10 P.M. Meeting of Resolutions Committee and preparation of Report for
Annual Meeting

8 P.M. Meeting of Delegates from Mental Hygiene Department Chapters
— Crystal Ballroom or South Room

WELLINGTON HOTEL

8 P.M. Meeting of Delegates from Correction Department Chapters —
Green Room — Leo M. Britt, Presiding

8 P.M. Meeting of Delegates from Education Department Chapters —
East Room — Wayne W. Soper, Presiding

8 P.M. Meeting of Delegates from Social Welfare Department Chapters —
Room 204 — Jesse B. McFarland, Presiding

8 P.M. Meeting of Delegates from Health Department Chapters —
North Room — Charlotte Clapper, Presiding

SPECIAL NOTICE
All resolutions of Chapters or individuals which it is desired to bring before the delegates
should be sent to the Secretary of the Association at Association Headquarters or to
Wayne W. Soper, Chairman of the Resolutions Committee, at Headquarters, at the
earliest possible date.

ASSOCIATION HISTORY

THIRTY-SIXTH ANNUAL MEETING
of
THE ASSOCIATION OF STATE CIVIL SERVICE
EMPLOYEES OF THE STATE OF NEW YORK, INC.

TUESDAY, OCTOBER 15, 1946
Hotel DeWitt Clinton, Albany, N. Y.
Headquarters: Library Room — 2nd Floor

9 — 10 A.M. Registration of Delegates

Crystal Ballroom

10 — 12 A.M. Welcome to Delegates — Dr. Frank L. Tolman, President
Report of Resolutions Committee and Action on Resolutions

12 — 2 P.M. Recess

2 — 5 P.M. Action on Resolutions Continued
Report of Committee on Amendments to Association Constitution
and By-Laws and Action on Report

5 — 6 P.M. Recess

6 P.M. Dinner Meeting
Toastmaster — Charles R. Culyer,
President, New York City Chapter
Address — The Salary Adjustment Situation —
Dr. N. J. T. Bigelow, Chairman, State Salary
Standardization Board
Address — Merit Awards in State Service —
Clifford C. Shoro, Chairman, State Merit Award
Board
Address — Civil Service Throughout the World —
Miss Mary Smieton, Director of Personnel, United
Nations

8 P.M. Report of Officers
Reports of Standing Committees
New Business
Report of Board of Canvassers as to results of annual election of
officers and members of the Executive Committee
Installation of New Officers
STATEMENT BY JOHN E. BURTON
Director of the Budget

Hereafter the departmental offices of the State will operate on a 5-day, 37 1/2 hour work week. The Summer 5-day schedule will be continued permanently.

The Civil Service Commission, Salary Board and the Division of the Budget, have been working for some time with the Association of Civil Service Employees to bring out uniform State departmental attendance rules. The Civil Service Commission will promulgate these uniform rules shortly.

The Salary Standardization Board in its survey of prevailing salaries and working conditions in the Federal Government, other States, and private industry has ascertained the data upon which the decision for the 5-day week has been based. It has found that in 209 private establishments surveyed throughout the State 77% of all the office type employees work only five days. Most of the other large States and the Federal Government have adopted the 5-day week. The data gathered by the Board shows that, of the 90,000 employees covered by the survey in private employment, 94% of the office type employees work 40 hours or less.

The prevailing hours of work per week in State departmental offices has been 36 in 5 1/2 days for many years. The Administration is convinced that the 5-day week will result in an equal or greater efficiency of government work.

State offices will continue to be open on Saturdays under the new 5-day week but will be staffed by smaller forces who will receive compensating time off.

The Administration has likewise determined that the State's basic salaries should be for a number of hours of work per week uniform among all employees. This cannot be accomplished at this time because the existing institutional over-time law is based on a 48-hour week. Governor Dewey will recommend, at the next session of the Legislature, that the basic maximum hours of work for basic salary shall be 40 hours, and that employees who are required to work longer shall receive over-time pay both in institutions and departmental offices.

STATEMENT BY FRANK L. TOLMAN
President of the Association of State Civil Service Employees of the State of New York, Inc.

The Association considers these rules and orders by the Governor and his administration as a great step forward. The Association is glad to acknowledge the fair and understanding attitude of the administration in the consideration of this major work problem.

A five-day, thirty-seven and one-half hour work week is to be established immediately for all Departmental offices. A five-day, forty-hour week is to be established for the remainder of the State service, with overtime compensation for all employees who work in excess of 40 hours, as soon as the necessary legislation can be secured.

Under the proposed program, overtime compensation will be paid to all State employees working more than 40 hours in any week. Departmental employees who work in excess of 37 1/2 hours but not more than 40 hours in any week will receive compensating time off and will receive overtime pay for hours in excess of forty.

The five day week for departmental offices is effective immediately, but it will of course not be possible to introduce the balance of the new system overnight. Many new employees will be required. New laws will be necessary to authorize pay for overtime. The necessary enabling legislation will be requested of the next legislature and will be effective as soon as is legally possible.

Although the forty hour week cannot be put into effect throughout the state institutions without new legislation, the Association is hopeful that administrative action will be taken as soon as possible to put many institutional employees on the forty hour schedule.

The final effect of these changes as they apply to institutional employees is to increase salaries in two ways: first, the basic rate will be paid for forty hours work instead of forty-eight hours; second, overtime will be paid for time in excess of forty hours at the new basic hourly rate.

The Association has long championed the adoption by the State of the best practices commonly used in private industry.

It has long fought for the five day week, the maximum forty hour work week and for pay for all overtime.

There have been gross inequities in the State service where about one half of the total employees were required to work 48 hours weekly while the remaining half worked ten or eleven hours less each week.

As the new plan is put into operation, the Association will do all in its power to make the new system work to the advantage of the State, of the Citizens and of the Employees. The Association will make such recommendations from time to time as may be calculated to iron out difficulties and to improve the administration of the new rules.
MacArthur and the U.S. Education Mission to Japan

By George D. Stoddard

In January General Douglas MacArthur, Supreme Commander for the Allied Powers in the Pacific, requested the War Department to send to Japan a group of American educators to advise and consult with General Headquarters on matters relating to the educational program for Japan. This request was referred to the Department of State and the group was formed in February, leaving the United States, after several days in Washington, the latter part of the month.

On arrival in Tokyo the Mission was entertained at luncheon by General and Mrs. MacArthur at their home, which is the American Embassy. Subsequently the Mission as a whole had engagements with the Emperor, Prime Minister Shidehara, Foreign Minister Yoshida (now the Prime Minister), the Minister of Education (Abe) and the President of Tokyo Imperial University (Nambara).

Subsequently three members of the Mission spent an hour and a half with General MacArthur at his headquarters in the Dai Ichi Building. At this latter meeting some of General MacArthur’s ideas concerning the occupation were made clear to us. General MacArthur has a strong sense of devotion and high purpose in his work. While he is a professional soldier, it can be truly said he is a peace-loving man. He has, through his forces of occupation and control, no other view than to bring the Japanese to a measure of self-reliance and democratic achievement consistent with the wishes of such men as Shigeru Nambara. He is fearful that the occupation may end too soon—before the liberal leaders have had an opportunity to implement the full force of democratic procedure and democratic law.

Obviously the new draft constitution is acceptable to the Supreme Commander, and it may be assumed, that the American influence in its formulation was strong indeed. In accepting it, however, the Japanese will discover that they have guaranteed for themselves rights which have long been cherished elsewhere. The Emperor will be no longer a god or even a highly privileged person. He will simply be a performer of the symbolic tasks, perhaps not unlike the King of England or the President of France. In this capacity he appears to serve a useful purpose, there having been no difficulty at all in convincing the people that he was not divine. It may be said, in fact, that this feeling had already gained considerable momentum and that it had become painfully evident that the Emperor himself was a captive of the aggressive war lords.

Other things were brought out by General MacArthur with reference to educational problems. We asked how far we might go in educational demands from the economic or financial standpoint and he suggested... (Continued on page 234)

This article was written especially for “The State Employee” by Dr. Stoddard, formerly N. Y. State Commissioner of Education. He was Chairman of the U. S. Education Mission to Japan and since July 1, has been President of the University of Illinois.
State Puts Priceless Records on Public Display

To the Editor:

I am pleased to send you the enclosed account of our display of public records which will be of interest to your readers.

Very truly yours,
(Signed) Charles F. Gosnell,
State Librarian

All kinds of public records, ranging from the Minutes of the Ulster County Court of 1711 to papers of the New York State Assembly Ways and Means Committee for 1943, are now on display for visitors to the State Library in Albany.

The exhibition was planned to show public officials, historians and all others interested, how such archives and manuscript records are preserved and made available in the State Library. Miss Edna Jacobsen, Head of the Manuscripts and History Section of the Library, selected and arranged the material.

The outstanding record on display is the official text of the state constitution, which was framed in convention assembled on June 1, 1846, and adopted on November 3 of that year, just a century ago. With the constitution, are the original official roll signed by the members, giving place of birth, residence, nationality of ancestors, and occupation; and the journal kept by James F. Starbuck, one of the convention’s secretaries.

By the 1846 constitution, the Court of Chancery was abolished, and one of the volumes of opinions in chancery written by the last Chancellor, Reuben H. Walworth, is on exhibit also. It is one of nine volumes of that series of state archives in the State Library.

The feudal-like system of land tenure which had prevailed in the state and which was the cause of anti-rent riots and other disturbances, was abolished by the 1846 constitution, which forbade the granting of leases for a period longer than twelve years. On display are perpetual leases and three life leases, which constitute part of the State Library’s large holding of archives relating to land, as well as field books of surveyors and manuscript maps. One volume contains Christopher Hurlbutt’s surveys of state and other roads in 1813; other volumes relate to Benjamin Wright’s surveys in the Eleven Towns in Black River, 1796, and in parts of Scriba’s Patent, 1795. Among the other state archives exhibited are two volumes of official records of the New-York-Pennsylvania boundary survey, marriage bonds previous to 1784, and an official list of fifty-six persons banished in 1779 from New York State because of Loyalist sympathies.

Local archives—of town, city, and village—represent various phases of local governmental activities, including town meetings, school matters, and taxation. On display are the Laws and Standing Resolutions of the Common Council of the City of Schenectady, 1798-1815; a Memorial of the Corporation of Schenectady to the Legislature in 1803 requesting the establishment of a Mayor’s Court; a volume of Minutes of the Albany Common Council 1686-1694, the first entry in which, July 26, 1686, records the arrival of the Dongan Charter brought from New York to Albany by Pieter Schuyler and Robert Livingston, and the choice of Pieter Schuyler to be the first mayor. Here also one may see the Minutes of the town of Whitehall 1782-1811 and Joseph L. Harris’ survey of the village of Whitehall in 1861; also an 1800 assessment roll for the town of Amenia, Dutchess County. School records include trustees’ annual reports, lists of taxes apportioned by trustees for the support of school districts, records of school district bounds, as well as minutes of school meetings, and attendance reports of individual teachers. Problems arising in connection with plans for new school buildings, supply of fuel and adoption of textbooks, enlivened the school meetings. In school district 7 of Chatham, in 1827, the resolution was adopted providing that any addition to the building was made conditional on having a room in the second story for public worship.

Original wills, probate records, and inventories of estates range in time from 1796 to 1859 and include the will of Johannis Van Schaick of Watervliet whose labored signature is preceded by the explanation "Johannes Van Schaick's attempt to write his name." In it is the curious provision that after his beloved wife's death her wearing apparel is to be divided among their three daughters. Wills of Jeremiah Van Rensselaer and John Burr Gould, father of Jay Gould, are exhibited.

In the inventory of the portion of the estate of Robert Parkinson which consisted of property held in partnership with James Smith of Granville, May 22, 1817, are listed a wool-carding machine, waterwheels, gristmill spindles, a sawmill complete with mill bars, saws, etc., so that the document constitutes an important item of source material on the history of manufacturing in New York State.

Interesting items among the miscellaneous archives are Dutchess County Clerk’s book of incorporations of libraries under act of April 1, 1796, covering period 1805-1829, and United States Revenue Department, 13th Collection District, New York, receipt book for vehicle licenses 1816-1818. The latter, covering chiefly Albany County, shows who owned vehicles of various types—from two-wheeled gigs to stage-coaches—and their value. Jeremiah Van Rensselaer’s coach and harness, valued at $800, was subject to a yearly tax of $40.

Articles of incorporation, lists of stockholders and certificate of incorporation of the Meredith Turnpike (Continued on page 231)
Present Federal Pay Scales

For the information and ready reference of our members, we print herewith the Federal pay scale of the Classification Act of 1923, as amended effective July 1, 1946.

The service and grade arrangement is similar in principle to that of the Feld-Hamilton pay act for New York State. The symbols have the following meaning: (P) means Professional and Scientific Service, (SP) means Subprofessional Service, (CAF) means Clerical, Administrative, and Fiscal Service, and (CPC) means Crafts, Protective, and Custodial Service. Under each one of these letter symbols, the grade is indicated; also opposite each grade number is the complete pay scale.

The minimum rate in each pay scale is the entrance rate. The intermediate rates are available to employees in accordance with their length of service and efficiency rating. An employee must have a rating of “Good” or better to be eligible for one of these within-grade salary advancements. If he meets this condition and his conduct and services are certified as satisfactory by the head of his department, he advances to the next rate every 12 months in the pay scales where the increments are less than $200 and every 18 months in the pay scales where the increments are $200 or more.

### Service & Grade Pay Rates

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### Notes:

1. The rates for the Clerical-Mechanical Service, as of July 1, 1946, are as follows:
   - CM-1, 90 to 97 cents an hour
   - CM-2, 1.04 to 1.12 an hour
   - CM-3, $1.20 to $1.27 an hour
   - CM-4, $1.39 to $1.49 an hour

2. The rates for part-time charwomen and part-time head charwomen are 90 and 95 cents an hour, respectively.

3. P-9 and CPC-16 have no explicit pay rates. They include positions for which Congress, in individual cases, expressly fixes a pay rate in excess of $10,000 a year.

4. For within-grade pay advancement purposes, the fourth rate in CPC-2 and CPC-3 is considered the middle rate of the pay scale.

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The State Employee
MEMORANDUM TO DOCTOR TOLMAN:

Some time ago, Mr. Hopkins of the Buffalo Chapter and the Western Conference, suggested that at least one issue of The State Employee during the year be devoted to Western New York chapters. His suggestion included similar dedication, as anniversary number or the like, to other regional areas.

His thought is that the local chapters in Western New York, for instance, could carry material relating particularly to the regional groups or chapters and also that they might obtain "ads" in the area of each chapter and perhaps thus accumulate funds above the ordinary income for advertising of an issue, which could be devoted to local benefits.

Mr. Waters and Mr. Schwartz joined with him in urging this practice in connection with the publication of The State Employee, and it seems to me to have some merit. I think that Mr. Stowell would welcome having the material for at least one or two issues supplied in this way.

Of course, it is understood that any such arrangement should be made months in advance and a deadline fixed so that the regional group would have plenty of time to perfect the material for their issue.

Sincerely yours,

WFM: DLS

W. F. McDonough Executive Representative
Insurance Privileges Explained

By
C. A. Carlisle, Jr.
TerBush & Powell, Inc.

Once a year we try to explain to the thousands of State employees who are interested all of the facts regarding the Accident and Sickness Insurance made available by the Association.

You, as a State employee, on any regular State payroll, have the privilege of completing an application for the accident and sickness insurance providing you are a member of the Association or will become one. The insurance is offered to all who are under 59 years of age and in good health and have no chronic disease or serious disfigurement. All questions on the application must be answered as they have a bearing on the issuance of the policy, and, it must be signed by the applicant. Representatives of TerBush and Powell, Inc. periodically visit various State agencies to explain the details of the insurance and assist workers in the preparation of applications.

The application, when completed, and received by TerBush & Powell, Inc., is mailed to the Home office of the Commercial Casualty Insurance Company. There the answers to the various questions contained on the application are checked and if the application is approved on the basis of the medical history contained therein, a policy is issued. If an error is made by the applicant in answering the questions contained on the application, the underwriting of the insurance company does not have an opportunity to observe the true physical condition of the applicant. It is essential that all questions on the application be answered fully and accurately.

For instance, if you are blind in one eye, or have lost a leg, or if you have tuberculosis, arthritis, rheumatism or any other similar condition and that fact is not shown in the application, a policy might be issued when it should be declined.

Some employees have claimed that they signed a blank application and then allowed the solicitor to fill in the application. Each applicant should be certain that they read the answers to the questions on the application thoroughly before signing it.

When the policy is received the applicant should read carefully the copy of their application as attached to the back of the policy and again make sure that the answers are correct. If the answers are incorrect, TerBush & Powell, Inc. should be advised at once. Because an error in the application, if it is material to the issuance of the policy, automatically sets aside that policy, no matter how long it has been in force. This is called a breach of warranty. And it makes no difference whether the error was intentional or not.

Fortunately in our group plan we have had few breaches of warranty. However, occasionally one occurs. The incorrect answer is usually discovered in the investigation of a claim, and it makes no difference whether the illness for which the claim was made has any bearing on the incorrect answer.

For example, you fill out an application which is perfectly clear, that is, has no bad medical history contained therein, so a policy is issued. Then you have an accident and fracture your leg. While investigating the claim we find that 20 years ago you had tuberculosis but did not divulge this fact in the application. This is a plain breach of warranty even though the accident had no connection with your previous tuberculosis illness because if the insurance company had known you had tuberculosis 20 years ago it would not have issued your policy. So when you have your accident, it is discovered, and the policy is set aside for breach of warranty and all premiums collected since the time the policy is issued are refunded, but the claim is not paid.

On the other hand if you had failed to state in your application that 20 years ago you had an appendectomy, and the policy was issued— later you broke your leg and submitted a claim—the claim would be paid and your application would be corrected by endorsement because the fact that you had your appendix removed 20 years ago had no bearing on the issuance of the policy.

I am hopeful that this statement will indicate the necessity for full and true answers to all questions on any application for the accident and sickness insurance, or for jobs, or anything that is important.

Any questions concerning this article may be directed to C. A. Carlisle, Jr., TerBush & Powell, Inc., 423 State Street, Schenectady, N. Y.
OFFICIAL BALLOT
MEMBER—EXECUTIVE COMMITTEE

Please vote for Member on Executive Committee to represent the department in which you are employed. To vote for regular nominee place check mark in box opposite name. To vote for other than regular nominee, place name of representative desired on blank line provided directly under name of regular nominee.

Check | Member | Department
--- | --- | ---
□ William F. Kuehn | Agriculture and Markets
□ Clyde A. Dyer | Agriculture and Markets
□ Martin P. Lanahan | Audit and Control
□ P. Raymond Krause | Banking
□ Victor J. Paltsits | Banking
□ Theodore Becker | Civil Service
□ Joseph J. Horan | Commerce
□ William M. Foss | Conservation
□ Leo M. Britt | Correction
□ Wayne W. Soper | Education
□ Charles H. Foster | Executive
□ Harry S. Deevey | Insurance

Check | Member | Department
--- | --- | ---
□ Charlotte Clapper | Health
□ Christopher J. Fee | Labor
□ Francis C. Maher | Law
□ Harry B. Schwartz | Mental Hygiene
□ Arthur J. Gifford | Mental Hygiene
□ Gordon S. Carlile | Mental Hygiene
□ John L. Murphy | Mental Hygiene
□ Kenneth A. Valentine | Public Service
□ Edward J. Ramer | Public Works
□ Francis A. MacDonald | Social Welfare
□ Jesse B. McFarland | Social Welfare
□ Isabelle M. O'Hagan | State
□ John J. Denn, Jr. | Taxation and Finance

This ballot must be delivered or mailed so as to reach Association Headquarters, Room 156, State Capitol, Albany, N. Y. or the place of the Annual Meeting, before 8 P. M., October 15, 1946.

Name .................................................. Dept. ...................... Membership Card No. ...............

The Association of State Civil Service Employees of the State of New York, Inc.
OFFICIAL BALLOT—OFFICERS—ANNUAL ELECTION—OCTOBER 15, 1946

To vote for regular nominee, place check in box opposite name. To vote for other than regular nominee, place name of officer desired on blank line provided.

Check
□ For President: FRANK L. TOLMAN
  For President:
□ For First Vice-President: JESSE B. McFARLAND
  For First Vice-President:
□ For Second Vice-President: LEO F. GURRY
  For Second Vice-President:
□ For Third Vice-President: JOHN F. POWERS
  For Third Vice-President:
□ For Secretary: JANET MACFARLANE
  For Secretary:
□ For Treasurer: EARL P. PFANNEBECKER
  For Treasurer:

The Constitution of the Association provides that when the Annual Meeting is not actually convened, Association Headquarters will be open to receive properly prepared ballots either by mail or in person from any eligible member of the Association. This ballot therefore must be delivered or mailed so as to reach Association Headquarters, Room 156, State Capitol, Albany, N. Y., or the place of the Annual Meeting, before 8:00 P. M., October 15, 1946.
NOTICE:

RULES GOVERNING ELECTION

The following provisions of the Constitution of the Association govern as to the election of officers and the canvassing of the ballots:

Section 3. Officers and members of the Executive Committee shall be elected by ballot at the Annual Meeting which will be deemed to continue from nine o'clock A. M. to eight o'clock P. M., on the third Tuesday of each October. When the meeting is not actually convened, the headquarters of the Association shall be open to receive properly prepared ballots either by mail or in person from any eligible member of the Association. Ballots with the names of all duly nominated candidates printed thereon shall be distributed in the official magazine or otherwise made available to members at all offices or locations designated by the Executive Committee, at least ten days prior to the Annual Meeting date. The ballots or the envelopes in which ballots are enclosed by the member shall be marked "Ballot," and such envelope or ballots shall also bear the signature of the member and the name of the department in which he is employed.

Section 4. The Executive Committee shall appoint a Board of Canvassers of at least three members of the Association to determine the validity of nominating petitions and to count the ballots. The persons receiving the greatest number of votes for the respective offices or positions shall be duly elected for the ensuing year. Any person whose name is printed on the ballot may be present during the canvass of the ballots. In case of a tie vote, a new ballot shall be taken under rules established by the Executive Committee.
More Free Insurance

Effective November 1, 1946, Association members insured under its Group Life Insurance Plan will generally benefit by an increase in the amount of free insurance and extension of the term of the free insurance originally granted them for one year on November 1, 1945. The amount of free insurance will be 10% of the insurance issued each member, with a minimum of $250 of free insurance for any member insured for less than $2500. This free insurance is guaranteed until November 1, 1949, which is the 10th Anniversary of the Group Life Plan.

This extra insurance protection without cost to the insured member is made possible by favorable mortality experience under the group plan. However, this favorable experience will only continue as long as the participation in the plan by members remains at a high level. Therefore, it is important that each insured member brings the opportunity of the low-cost life insurance to the attention of his fellow employee.

Increased Insurance Protection
The amount of insurance issued to members of the Group Life Plan has in the past been based upon the annual basic salary of the individual insured. War Emergency Compensation was not considered in the establishment of the amount of insurance. However, effective November 1, 1946, the total salary of the member, that is, regular salary plus war emergency compensation, will be used to establish the amount of insurance to which each insured member will be eligible. This will result in the increase of insurance for a large percentage of insured members. This change was accomplished at the request of many members who desire the change to be made at the beginning of the group policy year on November 1st in anticipation that war emergency compensation will become part of the basic salary on April 1, 1947. Under the group life plan on November 1st of each year the amount of insurance in effect on each insured member is adjusted in accordance with the annual salary of the member.

Increase in Insurance for Women
Because of receipt of many requests from women in higher wage brackets for an increase in amount of insurance under our group life plan, effective November 1, 1946 all women insured under the plan who receive a gross salary of $4500 or more annually will receive $2000 amount of insurance. At present the maximum amount of insurance for female members is $1000. This maximum was originally established at the request of the majority of women who were interested in becoming insured under the group plan. The State Insurance Law precludes individual selection of amount of insurance under group life insurance plans. The amount of insurance must be established in a schedule applicable to all insured members.

Group Life Plan Features
Every insured member of the group life plan should bring the features of this plan to the attention of his fellow employee if he or she is not a member. The outstanding features of the Group Life Insurance Plan made available by the Association for members are:

LOW COST. Employees 39 years or younger may secure $1000 of insurance (including free insurance) for 30c semi-monthly. Older employees are issued coverage at proportionately low rates.

BROAD COVERAGE. The group plan pays for death due to any cause — no limitations, no restrictions.

EASY PAYMENT. Premiums for the group insurance are paid by payroll deductions. Small semi-monthly deductions from salary are taken — no bother — no worry about overlooking a payment and losing your insurance. If you are off the State payroll, however, you would send the necessary insurance premiums to Association Headquarters.

SAME RATES FOR ALL. Under the Group Life Plan no extra charges are made for insured having hazardous employment. In the case of ordinary insurance, persons having hazardous jobs pay extra premiums. For example, prison guards, hospital attendants, road construction workers, or state troopers, ordinarily would have to pay higher rates for life insurance. The average extra charge made by the recognized large insurance companies to a prison guard applying for ordinary life insurance is $2.50 annually per $1000 of insurance, the exact extra premium depending upon the age of the applicant.

PROMPT CLAIM PAYMENT. Most of the claims arising under the group life plan have been paid within 24 hours of the time the Association was notified. No red tape is involved. Since the inception of the group life plan over $1,700,000.00 has been paid to beneficiaries of deceased members.

NEW EMPLOYEES. No medical examination is necessary if a new employee applies for the insurance within the first three months of employment by the State. If application is not made within that time a medical examination, at the expense of the insurance company, is necessary.

The Group Life Plan was sponsored by the Association to fill an existing need of its members, and at their request. After much study by experts on the Association’s Insurance Committee, an insurance contract giving the broadest coverage at the lowest cost was secured from one of the country’s most reputable and largest insurance companies.

Thousands of Association members have taken advantage of this plan. Employees who have not yet applied for this insurance should investigate now.

Any State employee who is a member of the Association, or who becomes one, is eligible for this low-cost insurance. Applications must be made while the employee is actually at work.

Employees who are interested in obtaining detailed information or an application for the group life insurance for themselves or their co-workers should write to the Association, Room 156, State Capitol, Albany, or contact an official of their local chapter.
The Time For Decision

America has a great tradition about elections and election time. Election time is a purgative period, when we air and enjoy our differences; when we get our pet peeves out of our system. This permits us to work together thereafter more closely in a common cause and in a common spirit.

This is election time in the Association of State Civil Service Employees. You are about to elect your officers and delegates for 1947. Your executive committee instructed your President to appoint a nominating committee from the persons best acquainted with the needs of the Association, the past-presidents of the organization. The report of the nominating committee has been printed in the "Civil Service Leader" and appears also in this issue of the State Employee. In its main the nominating committee suggest that the present officers be continued for another year. Some of you will agree with this suggestion, some will agree in part, some may disagree in toto. Opportunity for independent nominations by petition was afforded.

The important thing is that the decision is up to the 30,000 members of the Association, and this means you. You can elect or defeat any candidate.

It is easy to "let George do it." You do this when you fail to vote. You do it when you fail to attend Association meetings or to take an active part in Chapter affairs. The Association is strong but it will be vastly stronger when every member is an active force in the Association.

The coming year will probably be the most critical year in the history of the Association. Great problems confront us. Salaries will be determined for years to come. Will they be fair salaries, or will they be the lowest salaries that are judged barely high enough to permit the State to hobble along on. Will they be adjustable to rising living costs? Will they provide a real career service? Will they be fair to all state employees? Will there be pay and a half for overtime?

What about working hours?

What about pensions? Does the State employee need social security? Has he a right to a decent standard of life throughout his entire life and not merely during his working years?

These are only a few of the many critical questions which must be answered. A strong and active Association can help in finding the right answers.

The Association will succeed to the extent that each member actively participates in and supports its program. It will fail and fall short whenever the membership fails to labor long and hard for its program.

United we stand: divided we fall. Be sure to vote. Fill out your ballot and mail to Headquarters, Room 156, State Capitol, Albany.

F. L. T.

A Business Man Looks At Government Service

A business man not unknown to the common man, one Chester Bowles, testified before the House Civil Service Committee as to comparative excellence of the employees in private business and in government service.

Chester knows whereof he speaks. The following is from his testimony before a Senate Committee:

"I would like to say this, that I have ceased to be irritated on anything, but I do get a little irritated when they get after the bureaucrats — that sort of irritates me. The term bureaucrats worries me. I have worked long hours and at night. I do not know a day I got out of the office before 7 or 8 o'clock. I never asked anyone to stay overtime who did not smile and say they were delighted. I suppose people do not believe that, but my experience has been that whenever I asked to have night work done or some extra work, they were always willing to do it and there was no murmur. It has been a great pleasure to me to be able to work with people so willing."

MR. REES. (Congressman Edward H. Rees of Kansas). That is extremely interesting. I have reports from many departments that are exactly the opposite and they are to the effect that most of the people are ready to go a little earlier than before the regular time and are ready to quit prior to 4:30 or 5:00 whichever is their quitting time.

MR. BOWLES. If you happen to get around at about 25 minutes of 6 you might get hurt, and that same thing could happen in any insurance office or any place. You will find in every group that there are certain people who will watch the clock. That is true in all business.

MR. REES. In other words you do not think it is any more true in Government than in private industry?

MR. BOWLES. That is correct. When we have had problems I never have had anybody say, "I am sorry I cannot get it done," although it may mean staying late at night. They will go right to it. When they figure it is important they will go right on down the line and get it done for you. As long as I live I do not expect I ever will work with people — of the various salary grades as we have in that group — who have been so willing to work. That has been my experience with the OPA.

MR. REES. Of course, the group working around you has been comparatively small —

MR. BOWLES. But I wandered around in the other sections. They get their work out satisfactorily.

MR. REES. You know, I wish there were more men in the Government who would wander around in their departments, as it would help quite a lot. It would be helpful.
MR. BOWLES. Definitely. We try to have meetings, and every time there is a change of policy or something is going on that is confusing we try to get all of the people together and explain what it is and how it will affect them, and they appreciate such treatment. People like to know what is going on. They all get a letter from me each week in regard to what is going on. I tell them what is going on behind the scenes. They appreciate it.

MR. REES. I think that suggestion is very good. I have had a number of employees tell me the opposite is true, that they do not know what is going on; they are there doing a general piece of work and it is a matter of mechanism in getting it done, and that is the end of it. I think if this suggestion were put into effect throughout the Government it would be most helpful.

MR. JACKSON. (Congressman Henry U. Jackson of Washington) You have had considerable experience in private industry before you entered the Government?

MR. BOWLES. I think we had about 250 people; nothing compared to the Government agencies, of course.

MR. JACKSON. But it was a good-sized organization.

MR. BOWLES. Yes; I started with 3 people and moved up to 250.

MR. JACKSON. And built up your business to about 250 employees?

MR. BOWLES. Yes, but I started out in Government the same way I started in our office, with two people. I know that when the express man would bring a package to us we would say: "Wait a minute. Have you a half hour to fill envelopes?" Those were the early days, of course, and people would bring their wives and friends and anybody in to help get the work done. I worked from that beginning and I watched the office expand and I hired the people as the office expanded, and I knew the volunteers in all the local boards, right from the very start; so I have been through the whole thing and that is one reason perhaps why I developed an interest in all grades of employees all along the line.

MR. REES. Of course, if we could have the enthusiasm in the postwar period that we had in the war period, it would be a great help and the situation would be much better.

MR. BOWLES. We are having a reaction right now from the unity that we had during the war. I think we will go through it all right.

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September 225
Your Editor has received this letter from the Secretary of the Elmira Reformatory Chapter:

"We are not much on words here, but we are proud of our record of 100% backing of our State Assn. Check with Mac, your Ex. Rep. and ours too.

"The enclosed represent a departure from our usual reticence, but Looney says the boys in Albany keep asking him for pictures. So here we are. Alright, we can't help our photogenic physogs. Use if you wish or dare as you see fit.

"The occasion of the group picture was to draft a real program for making more effective our contributions to 'headquarters.' Good luck to you and all of the boys at the top switch."
Field Day Enjoyed By State Workers

The first Annual Field Day of the Central New York Conference of the Association of State Civil Service Employees of the State of New York, was Sunday, August 11, at Taughannock State Park, Ithaca. The Biggs Memorial Hospital (Ithaca) Chapter and State College Chapter at Cornell were hosts on this occasion with Mr. Paul Swartwood, Chairman, and Mrs. Veda Lawson, Co-Chairman, and their committees, in charge of all arrangements. Miss Marie Bolger was publicity secretary.

Tours were conducted of Biggs Hospital, Cornell Campus and State Colleges in Ithaca. Among the guests were Assemblyman Stanley Shaw of Tompkins County and Assemblyman Richard Knaufl of Broome County who gave inspiring talks. Addresses were given by Lawrence Hollister, field representative, and William F. McDonough, Executive Representative. Emphasis was placed upon service on the part of State employees. Greetings were extended to the group by Clarence W. F. Stott, Conference Chairman, who praised the work of Miss Margaret Fenk, President of the Utica State Hospital Chapter and Vice-Chairman of the Central New York Conference, and Mr. Emmett Durr of Ray Brook, in furthering the efforts of a closer understanding and unity among all the chapters of the central New York area.

Also among the several hundred members and guests were representatives from chapters at Ray Brook Hospital, Binghamton State Hospital, Utica State Hospital, Syracuse, Marcy State Hospital, Newark State School, Oneonta, and Geneva.

Other forms of entertainment provided were games of softball, swimming, boat rides and games for the children with appropriate prizes. Among winners in the various races were Frederick Beck, Jr., Jean Naish, Barbara Lipski, and Patricia Mahool.
John A. Cromie, past Association President, who retired from the State Department of Taxation and Finance after 38 years of service, was feted September 17th at a dinner of 200 department employees. At left is Spencer E. Bates, president of the State Tax Commission, and right, Dr. Frank L. Tolman, Association President.

(Photo by Albany Knickerbocker-News)

WHAT'S COOKING? On a visit to the Binghamton State Hospital Governor Thomas E. Dewey paid an unexpected visit to the kitchens and personally examined one of the dishes being prepared for the next meal. Watching attentively is the hospital dietician, Miss Anna H. Pranckun.

(Photo by John L. Warner, Special Agent)
The Association notes with sorrow, and with sincere sympathy for the relatives and friends, the death of the following members, as reported from APRIL 18, 1946 TO AUGUST 3, 1946

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Willard A. Amell</td>
<td>Mental Hygiene</td>
<td>Supervisor</td>
</tr>
<tr>
<td>George W. Gleason</td>
<td>&quot;</td>
<td>Cook</td>
</tr>
<tr>
<td>Edward Gough</td>
<td>&quot;</td>
<td>Attendant</td>
</tr>
<tr>
<td>William R. Phillips</td>
<td>&quot;</td>
<td>Cook</td>
</tr>
<tr>
<td>Elizabeth Jeffery</td>
<td>&quot;</td>
<td>Nurse</td>
</tr>
<tr>
<td>Arthur O. Wells</td>
<td>&quot;</td>
<td>Attendant</td>
</tr>
<tr>
<td>Karl E. Alderman</td>
<td>&quot;</td>
<td>Steward</td>
</tr>
<tr>
<td>Dr. Herman B. Markt</td>
<td>&quot;</td>
<td>Physician</td>
</tr>
<tr>
<td>Patrick J. Gleason</td>
<td>&quot;</td>
<td>Barber</td>
</tr>
<tr>
<td>Thomas H. Gilmer</td>
<td>&quot;</td>
<td>Supervisor</td>
</tr>
<tr>
<td>Thomas Petracky</td>
<td>Public Works</td>
<td>Laborer</td>
</tr>
<tr>
<td>Arthur L. Berical</td>
<td>&quot;</td>
<td>Cook</td>
</tr>
<tr>
<td>Elizabeth A. Newell</td>
<td>&quot;</td>
<td>Clerk</td>
</tr>
<tr>
<td>Fred G. Shovah</td>
<td>&quot;</td>
<td>Tug Captain</td>
</tr>
<tr>
<td>George A. Dorfer</td>
<td>&quot;</td>
<td>Fireman</td>
</tr>
<tr>
<td>Edward M. Dermody</td>
<td>&quot;</td>
<td>Foreman</td>
</tr>
<tr>
<td>Harold Kolpien</td>
<td>&quot;</td>
<td>Foreman</td>
</tr>
<tr>
<td>William C. Fenwick</td>
<td>&quot;</td>
<td>Asst. Blueprinter</td>
</tr>
<tr>
<td>William Alexander</td>
<td>&quot;</td>
<td>Repairman</td>
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<tr>
<td>John Bernacki</td>
<td>&quot;</td>
<td>Electrician</td>
</tr>
<tr>
<td>William E. Stephens</td>
<td>Tax</td>
<td>Deputy Commissioner</td>
</tr>
<tr>
<td>Vida M. Stewart</td>
<td>&quot;</td>
<td>Typist</td>
</tr>
<tr>
<td>Sarah LeFevre</td>
<td>&quot;</td>
<td>File Clerk</td>
</tr>
<tr>
<td>William H. Campbell</td>
<td>&quot;</td>
<td>Examiner</td>
</tr>
<tr>
<td>Frank J. O'Connor</td>
<td>Education</td>
<td>Mail Clerk</td>
</tr>
<tr>
<td>John R. Gallagher</td>
<td>&quot;</td>
<td>Caretaker</td>
</tr>
<tr>
<td>Frederick B. Holcomb</td>
<td>&quot;</td>
<td>Principal</td>
</tr>
<tr>
<td>Abraham Weber</td>
<td>Executive</td>
<td>Director</td>
</tr>
<tr>
<td>Robert J. Morley</td>
<td>&quot;</td>
<td>Armorner</td>
</tr>
<tr>
<td>Howard R. Northrup</td>
<td>&quot;</td>
<td>Mechanic</td>
</tr>
<tr>
<td>Anna G. McCormick</td>
<td>Labor</td>
<td>Asst. Stenographer</td>
</tr>
<tr>
<td>Gustav Werner</td>
<td>&quot;</td>
<td>Supervisor</td>
</tr>
<tr>
<td>Michael J. Matthews</td>
<td>Correction</td>
<td>Painter</td>
</tr>
<tr>
<td>Moses LaFountain</td>
<td>Conservation</td>
<td>Ranger</td>
</tr>
<tr>
<td>Samuel Goldberg</td>
<td>Health</td>
<td>Investigator</td>
</tr>
<tr>
<td>James E. Farrell</td>
<td>Law</td>
<td>Title Examiner</td>
</tr>
<tr>
<td>Joseph Guignio</td>
<td>Social Welfare</td>
<td>Janitor</td>
</tr>
<tr>
<td>Walter G. Humes</td>
<td>Public Service</td>
<td>Examiner</td>
</tr>
</tbody>
</table>
Listed below are allocations and reallocations of the Salary Standardization Board from April 1, to August 23, 1946, as approved by the Budget. Previous allocations and reallocations as made since the last printed report have appeared in various issues of THE STATE EMPLOYEE:

<table>
<thead>
<tr>
<th>Service &amp; Grade</th>
<th>Salary</th>
<th>Increment</th>
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<tbody>
<tr>
<td>Administrator of Oral Hygiene...</td>
<td>7-4b</td>
<td>$5000-6000</td>
</tr>
<tr>
<td>Adult Education Consultant</td>
<td>7-2a</td>
<td>2760-3360</td>
</tr>
<tr>
<td>Assistant Director of Markets...</td>
<td>7-4</td>
<td>4000-5000</td>
</tr>
<tr>
<td>Assistant Director of Welfare Area Office...</td>
<td>7-3a</td>
<td>3500-4375</td>
</tr>
<tr>
<td>Assistant Industrial Engineer</td>
<td>7-3</td>
<td>3120-3870</td>
</tr>
<tr>
<td>Assistant Parole District Supervisor</td>
<td>5-5</td>
<td>3500-4375</td>
</tr>
<tr>
<td>Assistant Public Works Safety Director...</td>
<td>7-3</td>
<td>3120-3870</td>
</tr>
<tr>
<td>Assistant Superintendent of Boys' Training School from 5-4 to...</td>
<td>11-4a</td>
<td>4500-5500</td>
</tr>
<tr>
<td>Assistant Superintendent of Girls' Training School from 5-4 to...</td>
<td>11-4a</td>
<td>4500-5500</td>
</tr>
<tr>
<td>Assistant Superintendent of Women's Prison &amp; Reformatory from 12-4 to...</td>
<td>12-6</td>
<td>4500-5500</td>
</tr>
<tr>
<td>Assistant Superintendent of Women's Reformatory from 12-3 to...</td>
<td>12-5</td>
<td>4000-5000</td>
</tr>
<tr>
<td>Assistant to Supervisor of Insurance Contracts...</td>
<td>8c-4</td>
<td>3450-4200</td>
</tr>
<tr>
<td>Associate Conservation Publications Editor...</td>
<td>8b-5</td>
<td>4000-5000</td>
</tr>
<tr>
<td>Associate Park Engineer...</td>
<td>7-5</td>
<td>5200-6450</td>
</tr>
<tr>
<td>Associate Public Health Physician (Group of Classes)...</td>
<td>7-5</td>
<td>5200-6450</td>
</tr>
<tr>
<td>Associate Securities Analyst...</td>
<td>10b-4</td>
<td>4000-5000</td>
</tr>
<tr>
<td>Bottling Plant Assistant Foreman...</td>
<td>9b-2b</td>
<td>1800-2300</td>
</tr>
<tr>
<td>Bridge Repair Foreman...</td>
<td>9b-3b</td>
<td>2400-3000</td>
</tr>
<tr>
<td>Captain, Park Patrol from 5-2b to...</td>
<td>1-5</td>
<td>2400-2800</td>
</tr>
<tr>
<td>Chief Compensation Investigator...</td>
<td>6-5</td>
<td>3500-4375</td>
</tr>
<tr>
<td>Commercial Artist...</td>
<td>8b-5</td>
<td>4000-5000</td>
</tr>
<tr>
<td>Conservation Education Assistant...</td>
<td>7-2</td>
<td>2400-3000</td>
</tr>
<tr>
<td>Director, Branch of Boys' Training School...</td>
<td>7-4c</td>
<td>5000-6000</td>
</tr>
<tr>
<td>Director of Cancer Research...</td>
<td>7-6c</td>
<td>8000-10,000</td>
</tr>
<tr>
<td>Director of Industrial Hygiene and Safety Standards...</td>
<td>7-6</td>
<td>6700-8200</td>
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<tr>
<td>Director of Local Assistance...</td>
<td>10b-6</td>
<td>6250-7750</td>
</tr>
<tr>
<td>Director of Municipal Statistics...</td>
<td>10e-6</td>
<td>5750-7000</td>
</tr>
<tr>
<td>Director of Planning...</td>
<td>11-5a</td>
<td>6000-7250</td>
</tr>
<tr>
<td>Director of Psychiatric Social Work Training...</td>
<td>5-5</td>
<td>3500-4375</td>
</tr>
</tbody>
</table>

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**ESTABLISHED 1898**

**"Our Business Is Growing"**

**UNUSUAL FLORAL ARRANGEMENTS**

*We Grow Our Own*

---

The State Employee
New State Publications


A colored, illustrated publication covering the trade, economic and business aspects and relationships of that part of New York State contributory to the city of Syracuse. Covers such topics as business centers, transportation, facilities, labor supply, manufacturing products, agriculture, trade, wealth, income, living standards and education. In addition it has statistical tables presenting data on population, number of stores, volume of sales, products sold, dwelling units and the like. Address New York State Department of Commerce, Albany.


Same as above for the area included in the counties of Albany, Schenectady, Rensselaer, Saratoga, Washington, Warren and Schoharie.


Same as above for the area included in the counties of Broome, Chenango, Delaware and Otsego.


Describes the state-local welfare system. Outlines the state activities as (1) state supervision of locally administered welfare programs, (2) state operated welfare services and institutions, and (3) activities of the State Board of Social Welfare. Has a table showing the expenditures for services and the proportion borne by local, state and federal sources. Contrasts by description and by graphic method the "new system" and the "old system", the former an "integrated" administration, and the latter a "patchwork" administration. Address New York State Department of Social Welfare, Albany.


A small handbook answering the question, "What are traveling libraries?" and giving general instructions on the method of obtaining a traveling library. In addition it describes the different kinds of such libraries—community, public school, club, home bureau, etc. and gives detailed rules for their establishment and operation. Address New York State Education Department.


An attractive colored pictorial booklet portraying the variety of opportunities for summer enjoyment and recreation in New York State. The table of contents includes fishing, swimming, hiking and mountain climbing, boating, camping, motoring, historic shrines, flowers of New York State and the like. Address New York State Department of Commerce, Albany.

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PRICELESS* RECORDS

(Continued from page 217) Company, signed by Governor William H. Seward, February 8, 1842, represent another type of official records to be found at the State Library. Book A, 1777-1779, Contingent expenses and abstracts of sales of the Commissioners of Sequestration for Tryon (now Montgomery) County, furnishes official data on the activities of that group of patriots, who performed services similar to the present day U. S. O. and American Red Cross. There were charges for transporting families, one group being carried ninety and one-half miles in two sleighs early in January 1778; for payments to women working in harvest fields: for funerals; and for the care of children left homeless.

Archives of various kinds of semi-public or private organizations are represented by the minutes of the A. M. Welles Hook and Ladder Company 1 of Salem, Washington County, 1875-1879; records of the Putnam County Agricultural Association, 1880-1916; and the minute book, 1891-1896, of the Cattaraugus County Political Equality Club. That club, meeting in convention May 25, 1893, resolved to use its utmost endeavors "to secure the election of such candidates for delegates to the coming constitutional convention as are to be relied on to vote and work for an amendment to the Constitution of the State of New York to remove the sex qualification for suffrage."
CAREERS FOR WOMEN

(From Association Committee on Education)

To stimulate interest in the preparation of women for careers in government and public affairs, the New York League of Business and Professional Women, Inc., announces an annual Fellowship of one year at the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse University which will be awarded to a qualified woman from the State of New York.

The purpose of this Fellowship is to prepare a mature woman for a career in civic administration and community research, and for an intelligent relation to community affairs and to public organization — local, state and national. This may lead to a career in public administration or to a policy making post.

The course at the Maxwell Graduate School covers twelve months of work — courses, practical experience, and a thesis. On successful completion of the year's work, the candidate will receive a Master of Science degree from Syracuse University. Applicants must hold a Bachelor's degree from a duly accredited institution; have a background of experience or interest in public affairs and must be citizens of the State of New York.

In granting the award, the Fellowship Committee will be guided by the applicant's personality, her qualities of leadership, and her ability to benefit by the graduate training that will qualify her for intelligent public service. The Fellowship winner might well be a woman already successful in business, research or government service who desires further training to obtain her objectives in a public career, or she might be a more recent student who has her goal of public service clearly in mind, with marked leadership qualities, intelligence and imagination.

Applications and details of the first award to be granted for the term commencing February 1, 1947 may be obtained from Miss Grace Keefe, Room 3500, 597 Madison Avenue, New York 22, New York. Applications must be returned to the Fellowship Committee not later than November 1, 1946.

IF IT'S TRAVEL
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HOW'S YOUR HEALTH?

By ISABEL BEARDSLEY

The correct handling of jars, jar tops and rubbers is a phase of home canning which warrants careful attention. Oven canning, according to a gas company official, in any type of range, whether it be coal, oil, electricity or gas is extremely dangerous unless great care is used in the adjustment of the temperature of the jar. It is safer to avoid oven canning entirely. An important precaution in connection with canning of any kind is careful examination of all jars before use to detect cracks, nicks, chips and other defects.

Cases have been reported of severe injuries resulting from the explosion of cans of vegetables and fruits. In one instance a housewife was severely cut and burned about the face as the result of an explosion of two cans of beans which were being processed in a small open boiler. In the course of the canning, as the water in the boiler evaporated, more was poured in. Sudden chilling caused two of the cans to explode, scattering their contents about the room and into the woman's face.

"Canning is an easy and interesting method of preservation if a well organized plan of work is made beforehand and is followed. Before beginning work the canner must know how to proceed. Canning a little each day usually means greater enjoyment for the worker and better food in the cans than does canning large amounts at one time. Some vegetables picked in late afternoon may contain considerably more sugar than if picked in the morning. Canning in the cool of the evening results in less flavor than if the food had stood in the heat of the day; furthermore, with the lower evening temperature, there is less chance for spoilage to begin when food is being prepared. An understanding of the underlying causes of spoilage and of the conditions under which spoilage organisms thrive should be helpful in deciding upon a desirable canning method."

Careful procedure will go far toward preventing food poisoning from canned vegetables and accidents during the process of canning.

The above quoted paragraph is from a Cornell Bulletin (No. 383) which explains in detail the various steps in the process of home canning. It may be obtained from the State College of Home Economics at Cornell University, Ithaca, N. Y.
NEW YORK'S UPLAND GAME BIRD SEASON AT A GLANCE

PHEASANT

Entire State (Except Long Island)—Two Saturdays—Oct. 26 and Nov. 2.

Shooting Hours—7 A. M. to 5 P. M. (Eastern Standard Time).

Bag Limits—Two cock pheasants per day, four per season.

Long Island—Normal season, previously set by Legislature.

GROUSE

Northern Zone—45 days—Oct. 10 to Nov. 23 inclusive.
Bag limits: three per day, 15 per season.

Southern Zone—30 days—Oct. 21 to Nov. 19 inclusive.
Bag limits: two per day, 12 per season.

Long Island—30 days—Nov. 1 to Nov. 30 inclusive.
Bag limits: two per day, 12 per season.

Shooting Hours: 12 Noon to sunset first day; 7 A. M. to sunset thereafter in all zones.

WOODCOCK

(Set by Federal Government)

Northern Zone—15 days—Oct. 10 to Oct. 24 inclusive.

Southern Zone—15 days—Oct. 21 to Nov. 4 inclusive.

Long Island—15 days—Nov. 1 to Nov. 15 inclusive.

Bag Limit: all zones—four per day.

Shooting Hours: 12 Noon to sunset first day; 7 A. M. to sunset thereafter in all zones.

(All times are Eastern Standard)

(Northern zone is that area north and east of N. Y. Central tracks from Oswego to Syracuse to Albany and thence to Mass. state line over Boston and Albany railroad tracks.)

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The Reader's Digest offers you an opportunity to earn extra dollars in the next few weeks. Become our Community Representative in your neighborhood. Only a few hours a week of pleasant, profitable work . . . and no previous experience needed. By introducing the magazine to some of your friends, and renewing the subscriptions of others, you'll win their thanks . . . and earn liberal commissions. Special reduced price offers help you get started, assuring immediate orders, and many welcome dollars for you. Mail a penny postcard now for full details and free package of selling aids, to ALLAN SCOTT, Dept. C-4. The Reader's Digest, Pleasantville, N. Y.
GENERAL MacARTHUR

(Continued from page 216)

gested that we ask for whatever seemed necessary. It will then be up to the Japanese themselves to strive to get the necessary support for education. He expressed an interest in securing civilians to assist the military in carrying out the occupation, particularly along educational lines. This plan was incorporated in the main body of the Mission's report.

He was convinced that the place of women must be brought to a level consistent with the ways of western democracies and he felt that the new privilege of voting would help to sustain this point of view. In MacArthur's opinion an external leadership is indicated for some time to come, although the Japanese themselves should be encouraged to take over and to develop their own skills, procedures and administrative plans. He is convinced that many people underrate the Japanese, for they really possess great potential in energy and organization.

Some of us asked General MacArthur what he regarded as the best Japanese characteristics, in addition to the general intelligence of the children which we had been discussing. He listed among the characteristics that had most impressed the American forces such attributes as thrift, perseverance, morality, family loyalty and artistic sensitivity. Certainly it is hard for anyone brought up on the well authenticated terms of brutality and murder in the Philippines, or in other Pacific islands, to link such desirable traits with the Japanese mentality. However, these troops encountered away from the homeland were of a low,

poorly educated peasant type sent out from a feudal society with little preparation for contact with the more civilized ways of man. They themselves had been beaten down and made to feel subservient tools of a masterful social caste. When they found that they were "top dog" in terms of a local skirmish or battle, they regressed to shocking levels of brutality.

On the whole, it was clear that General MacArthur and his staff were pleased to have this special group of advisers and were seriously interested in a report which would be both idealistic and practical. It was under such guidance that the Mission began its work.

The published report of the Mission will be available from the State Department in Washington. In accordance with the original request from Tokyo, it covers the following items:
a. Education for Democracy in Japan: A study leading to recommendations as to the content of courses, curricula, textbooks, teachers' manuals, and visual and auditory aids.
b. Psychology in the Re-Education of Japan: A study leading to recommendations as to the educational methodology, language revision, timing and priority of educational reforms, the development of student initiative and critical analysis, and reorientation of teachers.
c. Administrative Reorganization of the Educational System of Japan: A study leading to recommendations as to the immediate and long range administrative reforms, the reorganization of the Ministry of Education, and the problems of decentralization.
d. Higher Education in the Rehabilitation of Japan: A study leading to recommendations in regard to the use of libraries, archives, scientific laboratories, museums in higher education, to student and faculty freedom, to reorientation of the social sciences, and to more active participation in the life of the community and of Japan.
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