We'd like to invite you to our store for dinner.

You bring the menu, we'll supply the food. And you won't have to sing for your supper. At A&P we'll do the singing for you. What we're serving up will be music to your ears. And the food will be what you want and how you want it.

All part of A&P's brand new bag.

Take our meat department. It's headed up by a butcher who knows what cuts will cut it at your table, and the ones that won't make it to the door.

Like any great place for food, we not only take pride in our meat but in our fruits and vegetables, too. Some of them you won't find at your so-called neighborhood supermarket across the street. We're talking about things like mustard greens, mangos, sugar cane and a lot of other things that say something about where you're coming from.

You'll feel at home at A&P. It's not that we don't feature the expected at A&P, it's just that we want you and our store to match.

National brands are another instance where we have our eye out for what you're into. That's why we're giving more shelf space to the things you want on your table.

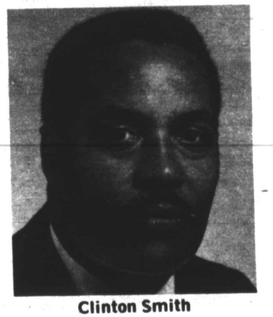
The way we see it, to make dining a pleasure, you have to make shopping a pleasure, too.

A&P

We're going to make your bag our bag.

CLINTON SMITH

Advocate of Career Public Service Fights For Equality


Clinton Smith

By Art Carter

"Managers should be held accountable for the effective use of human resources in the same way they are held accountable for managing their financial resources."

The decision was shocking: The U.S. Civil Service Commission — guardian of the merit system, and enforcer of the Equal Employment Opportunity Act of 1972 — was itself guilty of violating the merit system, discrimination against its own employees, and then engaging in coverups in an effort to justify the illegal actions taken.

Equally shocking was the affiliation of the person who delivered that decision: He is Clinton Smith, the executive vice-chairman of the Interagency Advisory Group, (IAG), a major component of the CSC. Mr. Smith is a principal deputy of the chairman of the Commission, and he also serves as CSC's internal director of Equal Employment Opportunity. His decision was delivered on March 15, 1976.

Literally rocking the federal establishment, Mr. Smith ruled that CSC pre-selected a white man to head CSC's Appeals Review Board after first improperly selecting him to be deputy chairman of that board, and then apparently engaged in a coverup to justify these actions.

Though not a member of the board, the white man was named its deputy chairman in preference to a black woman who was a member.

The man was Herman D. Staiman who was the CSC hearing examiner when A. Ernest Fitzgerald was appealing the loss of his Defense Department job as a result of blowing the whistle on the Air Force for cost overruns during the building of the C5A airplane.

The woman was Mrs. Peggy S. Griffiths, CSC's highest ranking black woman (GS-15) with a reputation for helping rank and file employes.

The Board is the highest administrative appeal level in the federal service.

Here are some of the more salient facts in the case: Mr. Staiman was selected from a certificate originally prepared to select board members — not a deputy chairman — for the Appeals Review Board. If a separate certificate had been prepared for the selection of the deputy chairman — only board members could have been considered, Mrs. Griffiths among them.

Further, instead of using board membership and experience as a major criteria for selection, the Civil Service Commission used managerial experience, the effect of which was to block Mrs. Griffiths out. Interestingly enough, Mr. Staiman, after his later selection as chairman of the ARB, was quoted as saying the deputy position could be abolished — which makes one wonder why management experience was needed for a job that was not necessary.

Although apparently aware of the improprieties, CSC's personnel director not only made no attempt to take corrective action, but actually appeared to engage in a coverup attempt.

An ad hoc committee, appointed by the CSC chairman to review the action after Mrs. Griffiths filed her complaint, consisted of the following members: CSC's general counsel, the director of the Office of Federal Equal Employment Opportunity, the head of the Federal Employee Appeals Authority and the assistant director of the Bureau of Executive Manpower.

This committee decided that the Staiman selection had been proper and so advised the chairman of the Civil Service Commission, Robert E. Hampton.

After a thorough review of the entire case, including the ad hoc committee action, Smith found that the Commission had not only discriminated against Mrs. Griffiths and violated its own merit system but had also apparently engaged in attempted coverups.

Smith then directed CSC to reconstruct the actions in keeping with merit principles, giving Mrs. Griffiths the opportunity to compete for the deputy chairmanship and subsequently for the chairmanship.

He also directed CSC to take whatever disciplinary or corrective actions were warranted for "violations of the letter and spirit of the merit system and the Equal Employment Opportunity Act of 1972."

One of the more frightening aspects of all this is that some persons close to the federal scene believe the findings that surfaced in the Griffiths' case may represent only the tip of the iceberg.

Knowledgeable observers generally now agree that to a large degree the controversy over abuse of merit principles at the federal court level during recent years represented an effort by the Nixon Administration to capture the overall workforce, including the appeals process, of the federal government.

The Nixon Administration took specific steps directed at making holders of key career positions more responsive to the Administration, which in essence meant politicizing the career service.

As was inevitable, this led some career people to complain to the Civil Service Commission about disciplinary actions, including downgradings and some firings.

What better way to head off the complaints than to capture the administrative system through which people complained? Mr. Staiman had performed excellently in preventing the introduction of some information favorable to Mr. Fitzgerald during that famous case.

Observers of the federal bureaucracy feel that Mr. Smith, a staunch advocate of the merit system, may have sensed something of this and therefore probed a bit deeper and more intensely than might have otherwise been the case.

One factor that undoubtedly may have influenced him was one of the "selective criteria" established to judge those being considered for the ARB deputy director job. That criterion was the ability to "convince board members in proper decisions." Those board members are supposed to be independent.

At any rate, no matter what influenced him, when he discovered the wrongdoing, Mr. Smith apparently lost no time in setting things right.

In his 22-page ruling, he denounced the view that the principal emphasis is, or should be, on **numbers** as the principal test in an agency's effectiveness in pursuing a program of assuring equality of opportunity.

Also he denounced the notion that once a numerical goal is met the need for continued affirmative action may decrease. This raises a question of the proper definition of an effective equal employment opportunity program within the concept of the merit system.

Smith's approach to that classic

Ruling by AG official literally upset old operation of merit system in federal employment

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