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PREVENTIVE STAFF ASSOCIATION**

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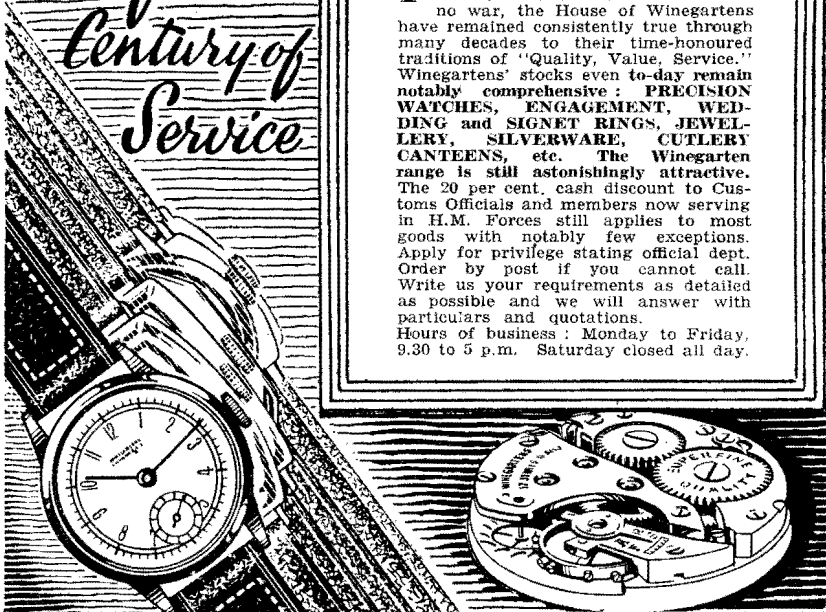
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THE SKIPPER STEPS ASHORE

THE retirement of an Inspector-General of Waterguard is such an important and, happily, such a rare event that the occasion warrants the utmost in the way of publicity that we can effect. We cannot emulate the "splash" headline method of the Press, but we can, and have, given priority of place to this report of the official farewell to our departing Chief.

Mr. Woodford's popularity in the Customs Department was, of course, well understood, but, none the more for that, the number and representative capacity of his friends who joined with the Waterguard on this occasion surpassed all expectations.

The presence of the Chairman of the Board, Sir Archibald Carter, accompanied by Commissioners E. S. Bertenshaw and W. H. Rhydderch, and supported by Assistant Secretaries A. H. Garrett, G. W. Hardisty and A. D. Owen, was a signal honour which every member of the Waterguard shared with Mr. Woodford.

Mr. J. Kerr, our new I.G.W., made an admirable Chairman, and, both in his opening remarks and in his subsequent speech, he introduced just the right touch of humour in his reminiscences to soften the blow of the parting.

Chief Inspector C. F. Deslandes was the first to respond to the Chairman's invitation to speak, and he referred to the good feeling existing between the two outdoor Branches and laid much of the credit for this to Mr. Woodford's activities. By sponsoring sport and social development in the collections, Mr. Woodford had fostered good fellowship on the playing fields and in the concert room.

General Secretary W. H. Powell followed and paid warm tribute on behalf of the staff. He said that the names Woodford and Waterguard had become synonymous terms, and it would be many a long year before the mention of one failed to conjure up a picture of the other. Mr. Woodford leaves the Branch in a much better position than he found it in 1929, and had his going been deferred a little he would have seen some of his dearest wishes come true. After supplementing the Chief Inspector's remarks on the sport and

social side, Mr. Powell expressed the hope that Mr. and Mrs. Woodford would meet the staff again at the first Waterguard function.

Mr. W. Henderson, late Controller, Statistical Office, spoke for the "ghostly host" of retired officers, and Mr. B. J. Herrington, Waterguard Superintendent, Liverpool, spoke for the "sons of the old stalwarts." Mr. F. Harris, of the Customs Fund, paid tribute to Mr. Woodford's kindness and sympathy. Mr. H. Kimber, Chief Inquiry Officer, referred to the fine relations existing between the Waterguard and his own staff, and welcomed the 100 per cent. co-operation of to-day. Mr. Coulthard, of I.G.W.'s Office, spoke for the clerical side and made an apt quotation from Ellen Wheeler Wilcox's "Just a little kindness"; and Mr. L. Gardiner, Deputy I.G.W., associated himself with all the sentiments previously expressed.

Sir Archibald, in making the presentation of a silver tea-set and tray, and a jewelled wristlet watch for Mrs. Woodford, said he had listened to the remarkable tributes that had been paid to Mr. Woodford, and he had no hesitation in adding that Mr. Woodford had just terminated a very distinguished tenure of office as Inspector-General. Undoubtedly his name would live long in the annals of the Waterguard.

It was obvious that Mr. Woodford was feeling the strain of the parting, but notwithstanding his plea that his heart was too full and that words failed him, he made a typical "Woodford" speech and one that was well up to his usual standard. He said "If I could have done even one-tenth of what has been attributed to me I would have done a great deal, but in any case nothing would have been possible without the goodwill from above and from below." He appreciated the reasonableness of the Staff Side representatives and stressed the unfaltering loyalty of his staff, who, he assured Mr. Kerr, "would never let you down." They were capable of tackling any job of work laid to them. In closing he congratulated Mr. Kerr on being the first I.G.W. to rise from the ranks and promised to come back again to meet his friends at the first opportunity.



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CURRENT COMMENTS

YOU will have noted that this issue is dated July-August. The decision to telescope the issues at this point was more or less dictated by a series of circumstances which culminated in the unusually late publication of the June issue. Something had to be done to bring the date of publication back into line. An alternative to the present action would have been to rush two issues out within one month, but this would have proved uneconomical and to a certain extent purposeless.

It is intended that from now on the "Customs Journal" will be published each month not later than the 15th, and correspondents should note the new deadline date for submitting matter for publication.

I.G.W.s—Past and Present.

The following is an extract from the report of the Departmental Council meeting held on June 29th:—

"Before the commencement of the business on the agenda the Vice-Chairman referred to the retirement of Mr.

C. M. Woodford, C.B.E., Inspector-General of Waterguard. Mr. Woodford had had a long period of service, first in the Inland Revenue Department and since 1909 in the Customs and Excise Department, and the Staff Side regretted that the close of his service as Inspector-General should have been accompanied by indifferent health. The Chairman (Sir Archibald Carter) associated the Official Side with Mr. Buck's remarks and joined the Staff Side in wishing Mr. Woodford restored health and happiness in his retirement.

"The Vice-Chairman then expressed the congratulations of the Staff Side to Mr. J. Kerr on his appointment to succeed Mr. Woodford. They regarded his appointment as full of significance to the Waterguard Staff of the Department. Mr. Kerr expressed his appreciation."

Flying Bombs.

It would be wrong to say that the present phase of enemy attack on "Southern England" is without effect

on the domestic and official lives of our people, but it would be equally wrong to suggest that the enemy has the slightest chance of achieving his object of shaking civilian morale and thereby maybe weakening or retarding the war effort.

Nevertheless, as a friend in Section put it, "in London to-day living is a full-time job."

We are proud of our colleagues living and working in the vulnerable areas of the South, and we also are very proud of our provincial colleagues who have repeated their offer, first made during the 1940/41 blitz, to come to London on a temporary exchange of duties with the resident staff. It is this fine spirit of comradeship—this esprit de corps—that is bringing the Waterguard through to final recognition.

Members will learn with regret that Mr. S. F. Bennett and his wife met their death as a result of a "flying-bomb" incident.

Purchase Tax.

Representations were made by the Association immediately following the issue of G.O.12/44, and points were raised under several heads, including publicity, absence of waiver of tax beyond the duty-free limits, anomalies under the smuggling section, need for a full list of goods and rates, and the adequacy of staff to cope with this new work.

At the time of going to press we were assured that all questions were receiving close attention, and it is quite likely that before these notes are read remedial action will have been taken.

Man-Power.

July 5th and 6th are red-letter days in the Waterguard, and it will be written in the annals of our history that on these days took place in London the first full conference of Waterguard Superintendents under the chairmanship of Mr. J. Kerr, who was supported by representatives of the Board.

Whatever doubts may have existed as to the chances of the Waterguard securing post-war reorganisation (memories of the last post-war "settlement" would justify any doubts), this conference and knowledge of its agenda will have dispelled them.

Snags there will be, of course, for it would be impossible to achieve such revolutionary changes in structure without them, but with goodwill and tolerance these will be surmounted. The

Board's initial assurance that the changes shall be gradual and shall be effected with minimum of disturbance and removals is most helpful.

Promotions.

The results of the recent Promotion Board Interviews are as follows:—

Waterguard Surveyor to Assistant Inspector.

M. McEnaney.
W. G. Wadmore.
A. E. Cattell.

C.P.O. to Waterguard Surveyor.

A. Forster.
A. G. Francis.
S. C. Steel.
W. H. Jones.
A. S. Annis.
G. H. Rugg.

Exams. and the V.E.S.

We would like to place on record our sincere appreciation in two respects. Firstly, of the promptness with which the Board responded to the Association's representations regarding the venue of the "August" Examination; and secondly, of the prompt and willing help of the Liverpool people in providing accommodation for the candidates.

The V.E.S. is now ready to enrol candidates within the call-up scope of the January/February Exam, for P.O'ships. Tuition is, of course, limited to members, and applications *must* be forwarded via the District Organiser.

In the June issue we announced that members could now apply for C.P.O. Exam. courses, but there has been a delay in commencing tuition and for two very good reasons. One, because no information is yet available as to the probable extent of the call-up; and two, because there is a possibility that the scope of the written examination may be modified. If the latter should happen, then a hasty revision of the papers will be necessary in order to bring the courses into line with the requirements of the exam. In any case, we have been assured that at least six months' notice of the date of the examination will be given.

Executive Committee.

The July Executive Committee (P.S.A.) was held in Manchester on the 20th of the month. No prizes are offered for guessing the reason or reasons for this change of meeting-place. In future, whilst present circumstances prevail in "Southern England," the date and place of E.C. meetings will be left to the Secretaries.

Immunisation of Staff at Airports.

We reported in the March issue that Transport Command had issued instructions that personnel connected with the reception of aircraft (including Customs staff) at a large Scottish airport should be afforded protection against smallpox, tetanus, typhoid, paratyphoid and typhus. The possibility of developments in the future led the Association to seek a firm line of policy, and at the July meeting of the Departmental Council the following Staff Side proposals were discussed:—

- (a) that immunisation shall not be compulsory, but that members of the Staff should be encouraged to undergo the course of treatment;
- (b) that short periods of sick leave resulting from the process of immunisation shall be treated as "certificated" sick leave";
- (c) that medical expenses directly attributable to the effects of this protective treatment shall be met by the Crown;
- (d) that sickness resulting from immunisation treatment or from contact shall be treated as arising "on duty";
- (e) that officers who refuse immunisation shall not be excluded from the normal rotation of staffing and relief of airports, nor shall this fact be taken into consideration in applying the Standing Regulations governing transfers.

Items (a) and (e) were agreed forthwith, and the remaining items were adjourned for further consideration by the Official Side.

CHANGES IN THE STAFF

To 10th July, 1944.

TRANSFER

Preventive Officer:

Ford, O. T. G., Briton Ferry, Swansea to Port Talbot, Swansea.

PROMOTION

Assistant Preventive Officer to Preventive Officer (Acting) (on Detached Duty):

Marsh, J. L., Salford, Manchester.

OBITUARY OF SUPERANNUATED OFFICER

Driscoll, C., Assistant Preventive Officer.

OBITUARY

LIEUT. JOHN L. SYKES

The news that John Sykes had been killed in action on June 11th, 1944, in Normandy, was received in Southampton with deep regret and a feeling of personal loss by the men who had known him since 1938, and who had shared his company as recently as April, 1944.

A happy and good-natured colleague, John commenced his service in Southampton at the end of 1938, and enlisted in 1940. He served overseas with the M.E.F. and the C.M.F. until the end of 1943, seeing action in Sicily as an officer.

Little more than six months after his return to England he took part in the initial stage of the invasion, and was in high spirits over the progress made in Normandy on the eve of 11th June, 1944.

Our sincere sympathy is for Mr. and Mrs. Sykes and family, as they mourn the loss of a fine son, who was our friend.

L. B.

MR. J. McLAREN

Late Deputy-Inspector-General

I have just returned from a simple ceremony at a quiet Scottish cemetery, where was laid to rest a kindly old gentleman well known to the Waterguard Service a few years ago. I refer to Mr. J. McLaren, late Deputy-Inspector-General of Waterguard.

Mr. McLaren, who passed away at the home of his brother-in-law, was a man of whom the Waterguard had every reason to be proud. Many of the staff will remember him for his good work in running the N.Q.A. column in the Journal and for the help he gave to many in studying for P.O. ships.

He did not change much when well-earned promotion took him to the position from which he retired.

Since his retirement he took an active interest in the progress of the Department and its members, of whom he knew quite a number.

He leaves behind him memories of kindly ways and a strict devotion to duty.

The funeral was attended by a few members of the Grangemouth staff, and took place at Gransable Cemetery on Monday, July 3rd, 1944.

R. M. M.

VOCATIONAL EDUCATION

(Falstaff boasted that he was not only witty, but the cause of wit in other men. I doubt if in that particular respect I resemble Falstaff. Yet during the Slap Apathy Campaign — which naturally could not be as spectacular as the two-man show, the Membership Drive—I have not only tried to give publicity to (among other things) needed reforms which the Association is seeking. I have provoked others into dealing with special aspects of that work. Thus we had L.B. on Office Accommodation; John Peel, Ploughman and Sartor on the members' part in all this, showing that it is not sufficient to stand on the touchline, even if cheering has replaced the more common booing of another day; Nod on the need of a P.S.A. central record and research section; J.G. on the need for more and better P.O.s, and others. A jolly good team. And here now again is the erudite H.E.P.B. on training—again.

It cannot be claimed that the idea is new. None of our ideas are new. Improved Recruiting, Reassessing of the Work of the Grades, Reduction of Domestic Disturbance, Decentralisation, Ending of Petty Supervision, Better Uniform—you've heard it all before. But it's like that song "Maizy Doats": on the umpteenth hearing it begins to form itself into a meaning. (I trust our meanings are a little more profound, of course). Emphasis waxes and wanes. At the moment a well-informed membership on the point of Training is most needed. What the Waterguard thought yesterday, the whole of C.S. unionism now thinks; and its influence on the Government Committee is undoubted. How much to our benefit and to the further end of a better service you can only really discover by spending sixpence at an H.M.S.O. agency. H.E.P.B. sets you on the track. It is essential that all should know what is being sought, not only the better to achieve it (your officers knowing they have you behind them), but so that, when it is achieved, the work that remains will be performed so much the better. The things we seek for the good of all will need work, understanding and goodwill to operate them when obtained. From there we can go on, no doubt of it, to even higher achievement. For the member no more than for the

officer can Association membership be a life of pleasant idolence in an ego-centric paradise.—PUBLICITY OFFICER.)

On the 22nd October, 1942, the Select Committee on National Expenditure presented to the House of Commons its sixteenth report for the Session 1941-1942, entitled "Organisation and Control of the Civil Service." That Committee was impressed by the need for post-entry Staff training in the Civil Service, and favoured the creation of a Civil Service Staff College.

In the debate which took place in the House of Commons on the 28th January, 1943, the Chancellor of the Exchequer welcomed the general tenor of the Select Committee's observations, but pointed out that the establishment of a Staff College was only one aspect of the much wider question of training. He announced his intention of starting an investigation into the training of civil servants forthwith.

In consequence, a Committee under the Chairmanship of the Financial Secretary to the Treasury was set up in February, 1943, with the following terms of reference:—

To examine the general question of the training of Civil Servants, including the question whether a Staff College should be established, and if so, the particular character which that College should take. (Representatives of the National Staff Side clearly made their presence felt.)

A list of the members forming the Committee was an impressive one. The sources from which memoranda were received, and the list of witnesses who gave oral evidence, as was expected, exhibited a determination to explore the question with complete thoroughness.

The Report of the Committee has now been issued as a White Paper, and is on sale at the very low price of sixpence. It is a most interesting document, and members would do well to study its contents.

The question of Vocational Education from the moment of entry has been receiving quite a lot of attention by the P.S.A. recently, and, in the light of Association exploration, the following extracts from the report are worthy of note:—

Para. 4.—"The more we have studied the matter, the more impressed we have become with the vital importance of training for all grades."

Para. 27.—"Training must be regarded as part of the work of the Depart-

ment, and full allowance made for it in all staffing budgets. This is not wasteful; on the contrary, it is the essence of sound management."

Para. 36.—"Developments of this kind should not be hampered on grounds of expense; money spent on training will show a good return."

There is nothing very new in these very sound findings (the points have already been made in these columns), except, possibly, the realisation that what the Staff have been doing themselves (in our case through the auspices of the P.S.A.) may be improved by sufficient funds (to adequately recompense those who have laboured unceasingly in the work and to provide appropriate up-to-date equipment), and to give that moral background so essential in the struggle for perfection.

Certain business concerns have adopted the principle for some time, have found it profitable, and seldom, if ever has the experiment not been included as a permanent feature. A glance at the Appendices to the White Paper (I, Sources of Memoranda received; II, Witnesses who gave oral evidence) cannot fail to confirm the fact.

In a recent session of "The Brains Trust," Miss Marjory Fry stated, "Money spent on education is reproductive expenditure."

And can the profound prognosis heading the Government White Paper on Educational Reconstruction "Upon the education of the people of this country the fate of the country depends"—be lightly ignored?

Para. 20.—"It is clear that the most skilfully devised paper plans will fail unless the right persons are chosen to administer them. One lesson brought home to us by the evidence is that no scheme of training will be successful unless there is someone, or some branch responsible for running it . . . in particular we feel that this matter of training is so important that they (Heads of Departments) should give it their interest and attention."

Para. 21.—"The key to the most successful training schemes which we have studied is the care and thought devoted to the selection of the persons entrusted with training."

It is understood that the foregoing points were included in certain recommendations on New Entrant Training

for the Waterguard examined by the P.S.A. Executive Committee at a recent sitting.

Para. 22.—"The . . . ingredient of success is staff co-operation. Training is a particularly suitable and fruitful field for Whitley Councils to work in, and where in the past they have done so the collaboration between the two sides has contributed very greatly to the results achieved."

It has been emphasised in these columns that proficiency is of mutual benefit to the employer and employee. What better reason, then, for collaboration?

The Customs and Excise Department has always made full use of Whitley and, in the course of time, developed it to a fine art. The experience gained, together with the honesty of purpose shown by both sides, should prove a fertile field for the cultivation of departmental training.

Para. 23.—"The effects of training, however well organised, may easily be neutralised unless due attention is paid to physical surroundings in which people work. Up-to-date office equipment and accommodation have a potent psychological effect upon the efficiency of Staff."

This fact has been well proved by some of the big business concerns; it has provided adequate, indeed a handsome, return for the expenditure involved.

The Waterguard is particularly affected in this reference. Just prior to the commencement of hostilities, the authorities appeared to be alive to the urgency for improved accommodation, and plans for a number of alterations, improvements and, in some cases, new buildings had been approved. It is to be hoped that this good work will be continued at the earliest opportune moment.

There is also need to eradicate other factors which prove psychologically inimical to production of the inspired officer, e.g., the terms "Waterguard" and "Rummage" are no longer true of our particular duties, and are not guaranteed to bring out the best in the trainee. Fit, style and rank distinctions of uniform must also receive urgent attention if those to be responsible for training are to operate without embarrassment.

H.E.P.B.

(To be continued.)

Southampton Notes

The news is sad this month. Lieut. John L. Sykes was killed in action in Normandy on the 11th June, 1944. He was a fine chap, coming to us late in 1938 from his Yorkshire home, and settling down in the port, where he made many friends before joining up in 1940. After his initial training in England, John went to the Middle East and eventually accepted a commission. He fought in Sicily, prior to a late-1943 return to England. He maintained a regular correspondence with us from the Middle East, and also following his home return, and his last letter to us was written only twenty-four hours before he went into his final action. His last visit to 29 Berth was during April of this year, when we had the pleasure of dining together before he returned to his pre-invasion Headquarters.

Early July brought anxiously awaited news of Davy Youdell. The P.O.W. card, dated 29.12.43 was from No. 1 Camp, Thailand, and on it Davy indicated that he was "in good health, working for pay and (pleasant surprise) receiving mail from home." Furthermore, he is in the same camp as one of his old pals, and to our certain knowledge, as of several Sotonians, outside this Department.

R.A.F. news is good enough. Les. Twentyman and Jack Welsh met in a sergeants' mess in Yorkshire, and had four years' experiences to swap. Both are well, and Jack followed that meeting by going to Northumberland for a "toughening-up" course. Dudley Heal (now Flying-Officer) is still instructing potential navigators, and Ron Greenhalgh was home on embarkation leave during June. Charlie Cardall remains well and active in Ceylon, and we are glad to know of George Haywood's continued well-being during his second tour of "Ops.": the news of George forsaking the bachelor ranks some time ago was a surprise to his old pals here.

Jimmy James, awaiting draft in a Southern port, has been a recent visitor to Soton, and he is keeping well. Likewise Cliff Pearson and Joe, still home waters and overseas respectively.

Jack Langford, back in Holyhead with the I.C., after a spell in Southern England, is well, and sends news of our exiles in the Isle of Anglesey.

Other exiles news is that Ron Har-

graves was recently moved from Silloth to Maryport, joining forces with Bill Martin after four years D.D. at Silloth with Arthur Plowright. Cumberland appears to suit these boys.

Liverpool will be glad to know that during June we had the pleasure of a yarn with R. A. Stacey, their A.P.O. He asked that his good wishes be sent to all at Liverpool, and he is looking forward to returning there post-war.

Cheerio, Forces!

L.B.

Sunderland Calling!

Hello, Forces!

Once more I have made contact with the boys and exiles. The Big Boy reported fit and well last month, and is being kept busy sweeping these days. He was as cheery as ever, and looking forward to the Day. He is busy swotting up some old papers to try and keep up to date with the job. Good luck, Big Boy, and keep smiling until we meet.

No direct news of Charlie Scarfe, but I contacted his good lady, and though she has no news direct from him, she hears of him from the Army authorities. So keep smiling, Charles, you are not forgotten.

Jack Crosby also reports fit and well, and reports an increase in work. Home Guard and golf taking a back seat these days. We also can report an increase. Jack: more like old times again. Keep smiling.

Bill Sutton dropped in on a spot of leave. He reports being well, but he didn't strike me as being in good trim. Keep smiling, Bill.

George Simmons departed the fold last month for Manchester, and reports all well. Look after him, Manchester, and keep him swotting!

Well, boys, if rumour is correct, big changes are afoot, and you lads in the Forces are going to return to a far different job. Let us hope Dame Rumour is correct for once.

Keep writing, for I cannot report unless I hear from you. The old shack still stands, and our flag is mast high still. The Guv'nor is very bucked these days owing to the return to Blighty of his boy, Raymond.

Cheerio, Forces. Keep smiling. Over to you, over.

O.H.L.

CIVIL SERVICE WAR DISTRESS FUND

The Third Annual Report of the Fund has just been published. It carries the story of the work of the Fund until March 31st, 1944, and gives a detailed statement of the financial position at that date.

During the year under review 410 civil servants lost their lives as a result of the war, and in 120 cases continuing allowances were made to 202 dependants. 181 officers were reported missing on active service, and in 16 cases their dependants were left in circumstances calling for continuing allowances from the Fund. At the end of the year a total of 284 continuing allowances were in operation, ranging from 5s. to £3 a week, with an over-all average of about 18s. a week.

Twelve disabled civil servants were granted allowances during the year, and assistance with the education of 26 children left behind was given.

336 air-raid damage grants were made during the year; most of them as a result of the raids on London in February and March this year. A number of special grants were also made to civil servants in financial distress directly as a result of the war, such as sickness following enemy action, and the usual gifts were sent to dependants at Christmas time.

During the year the Committee decided to extend their activities by sending parcels of cigarettes and books to civil servant prisoners of war. Parcels have been sent to 237 men, and a number of letters of acknowledgment and appreciation have been received from various prison camps in Germany.

Under present conditions many dependants have been able easily to find employment. If this had not been so the number of cases in which allowances were made would have been increased by about two-thirds. After the war a large proportion of these may need assistance from the Fund.

The resources of the Fund are growing, but still do not greatly exceed what the Government Actuary estimates to be the present capital liability in respect of existing allowances, including probable liability in respect of dependants who have found work which may only be temporary. The war has now entered upon a phase when heavier casualties are likely to make greatly increased

demands on the Fund's resources. If you are not already contributing, obtain from your office agent and complete a form authorising deductions from your salary of a small regular contribution.

CORRESPONDENCE

The Editor, "The Customs Journal."

Sir,

The prospects of a more efficient service in the years ahead seem very bright. It would seem that the Official Side and Staff Side are planning together to make ours a Service worthy of the demands which post-war conditions will make.

Therefore I feel moved to ask:—"Is it not time that the *whole* system under which we have hitherto worked be gone into thoroughly?" We have heard of plans for training the newly joined. This is all to the good, but I would suggest that firstly, we should make Customs laws and regulations more in keeping with the times. There is much in our regulations which serves little or no purpose; there is much, also so vague or ambiguous as to require a lawyer to interpret.

The giving of a mass of regulations to the Staff with the unspoken injunction, "See what you can make of that," is deplorable and does not make for efficiency. I have always been interested in the regulations, and I have often witnessed the difference of opinion of officers of sound common sense and vast experience on certain points. Such is the clarity of our instructions. (Just by way of anecdote, I remember a Master correcting a Preventive Officer on a certain vague point. This Master had had experience of a P.O. at another port "falling down" on the same point.)

What, then, is the answer to the problem? To my mind, simply this: The setting-up of a committee on which shall be represented the Hon. Board, the Legal Branch, Waterguard Supts., and the Preventive Officers; the Board might require the representation of the Collectors. This committee to go assiduously into the requirements of modern commerce, shipping and airways, as touching the Waterguard; and the dangers nowadays to the Revenue. Then to compile a volume for the Waterguard, setting out in *plain language* the duties of officers in all fields of work. (I do not think this is such a tremendous task.

as many would seem to think.) I do not say that such a volume could elaborate in fullest detail for all circumstances and conditions. As a "backing" or encyclopædia to this volume the laws governing smuggling, etc., could be printed in a separate volume, and issued to each officer. Touching on the actual laws, the Committee should decide the need for, and practicability of, the existing ones and the need for new ones, and report accordingly to the Chancellor of the Exchequer for the attention of Parliament.

Also, I would suggest that a standing committee should be concerned in advising amendments to laws and regulations as seems desirable. Such amendments, when agreed upon, to be issued in one form only, not as at present, through amendment slips. O.W.O.s, G.O.s, Circular Letters, etc.

The simplification of instructions is not a new idea—the majority of the Staff have spoken this wise for many a long year—in *the Watch-house*. Now we should see about seeking the Board's approval to such a step.

The post-war world will need post-war ideas. Passengers who are keen to save hours and minutes by flying will not comprehend being delayed over the stupid and, to me, useless computation of "fines on illegal packages of tobacco," and such other archaic trivialities. Passengers and transport agencies will want to use as little red-tape as possible; all zealous officers will want to see their work made as straightforward and definite as possible so that revenue protection will be the main consideration.

To coin a phrase—"Let quiet efficiency be our goal!"

Yours faithfully,

"LOGICUS."

The Editor, "The Customs Journal."

Dear Sir,

Proposed schemes are being considered on adjustments of staffing arrangements and conditions, with the intention of putting an end to the stagnation in the A.P.O. grade by increasing the proportion of P.O.s to A.P.O.s. Everybody recognises the right of the Association to fight for better conditions than those suffered by the present P.O.s on entry into the Service, but what of the Pre-

ventive Officers with ten or more years' service in that grade? They are the workers who have carried the Water-guard Department through the most difficult period of complexity of tariffs in its history, with little or no recognition in salary or promotion. Stagnation may be rife in the basic grade, but it is also rife in the P.O. grade, and it is a certainty that a large number of P.O.s will be at least fifty years of age before being called for examination to the C.P.O. grade (if that grade still exists) under present conditions.

This state of affairs is lamentable, and the P.O.s have themselves to blame for their apathy (caused through overwork) in Association policy. The goal of the P.O. grade must be parity in salary and conditions with the Landing or Excise Officer, nothing else will suffice, and it is up to every Preventive Officer to shake off the lethargy in these matters, and do something to achieve this aim by making his presence felt at Association meetings and in the columns of this Journal.

I am,

Yours faithfully,

"DYNAM."

Dear Mr. Editor,

One Hundred Per Cent., or Alone I do it.

Does the one-man Port support the Association as he should? Is complacency his fault? C.F.S. in his "Can you take it?" style has, I fear, placed the majority in his "Auntie Patty's" Group. Can we blame him?

Perhaps the following hits the mark:

Members here are fully paid,
No trouble when collections made;
So rightly then our heads are high,
Thanks to me, myself and I.

Meetings are held so very often.
I as chairman try to soften
Myself at times extremely rude
Towards me who is no prude.

Stormy passages all do end,
To the D.O. we will send,
But lacking the little that Sticks
Compromise with our Six and Six.

Yours,

NAP.

HOW TO RUN YOUR MEETINGS, ETC.

By SLIPPERY SAM

(Continued from page 72)

The existing salary and conditions and any changes in them have, either over the Whitley table or, by virtue of Whitleyism in informal discussion, been or will be discussed between the staff representatives and the official side. Sometimes, of course, the item is disagreed upon and, if a staff item, therefore dropped permanently or *pro tem.* or, if an official item, dropped permanently or *pro tem.* or imposed by administrative action: a right our employers, under the King (and pushed by the Treasury!) always have, as indeed outside employers actually have, unless the union is exceedingly powerful, wealthy and pugnacious. As a rule relations are most amicable, but there must be a big difference in outlook between the two sides, and the encounters are by no means mock battles. Don't forget that the purpose of Whitleyism is the better conduct of the public service for the public.

Beiterment of ourselves can quite logically fall within this definition. What must be made certain is that this system of contact between the official side and the staff side is not supplanted by any other means. Informal decisions are only Whitleyism carried on in a different fashion. They are no real substitute. Neither side must adopt a practice of using Whitleyism only when it suits itself. The casual attitude to Whitley, in no way justified by the war, is most apparent in local affairs, and is most noticeable in the infrequency of meetings. Which brings us back to the local (don't misunderstand, please).

The Collector is the Chairman of the Local Whitley Committee. The Vice-Chairman (any grade but, for convenience, most frequently of the Officer Grade; in Plymouth, an A.P.O.) is the Chairman of the Local Joint Committee. On the L.J.C., which must meet at least once a year for election of officers, but should meet frequently and always before a Whitley Committee meeting, we have the only gathering together of all the local staff organisations: watchers, messengers, Officers, clerks, W.P.O.s, Preventive officers, etc. They discuss all matters proper to Whitley concerning their own associations and concerning the inter-relationships of the associations.

They reach decisions, preferably by unanimity on these subjects and decide what action to take place. If a case is to be presented to the Official Side over the table, the Chairman (who, as Vice-Chairman on the Whitley Committee, usually acts as spokesman for all—but this is not a rule, merely a practice which has been found good) will want, from those who can give it to him, details of how the case is to be made. This, if any way complicated, should be in writing. But there may be many other ways which he will recommend, or the committee decide on, for dealing with the matter. Most common of these will be that the association concerned shall take up the matter direct with its own portion of the Official Side. Another is that representatives of the association(s) concerned shall go with the Staff Side Chairman to see the Whitley Committee Chairman. Local Joint Committees can take steps, also, through National Whitley channels, without using the local committee. When the matter has been agreed to go to the Whitley table, and the Vice-Chairman presents the case, the representative concerned must be ready to intervene wherever it may seem necessary. The Vice-Chairman may omit a point or he may call upon the representative to bring one out. So all cases should be well prepared.

As unanimity is not always, through conflicting staff interests and other reasons, forthcoming on the Local Joint Committee, and as representatives to that committee go on a *per capita* basis, it behoves all members not only to send there good men, but to send the full number permissible. Where a member cannot attend, the local Secretary of the association or another responsible person (the senior grade representative on the Whitley Committee who may be more in touch with the Secretary) should get a substitute. Likewise when a member of the local Whitley Committee finds he cannot attend he should nominate a substitute and inform the Vice-Chairman. Some local associations have a panel of possible substitutes. Attendance at local Whitley Committees should never be prohibited by a supervising officer, but attendance at the Local Joint must be in an officer's own time. His association

will pay expenses incurred. Leave granted for either purpose is without pay, as for National Whitley and Association purposes.

Besides a Chairman the Local Joint has, of course, a Secretary, a Vice-Chairman (quite an important post) and a Treasurer. The latter office is, for the most part, a sinecure. The L.J.C. has no, or few, expenses, and so no income. If funds are needed, the constituent associations are levied.

Close contact between the Secretary and Chairman and between representatives and both, at all times is an essential factor to the proper working of local Whitley. Solidarity between the constituent bodies is also very necessary. Keep the differences inside the council room.

So you see, a representative to the Local Joint is quite an important person and should be well chosen.

The representative to the Local Whitley Committee even more so, though the Vice-Chairman will usually do the most talking. It is, among other things, for him (or them) to intimate to the Vice-Chairman when, after a decision has been made by the Chairman who, though on the official side, strives after judicial impartiality and always desires agreement, if he, on behalf of those he represents, will accept it. It may, especially in the early stages, be an adjournment; it may be adjournment *sine die* (which removes it from the agenda; it may be for years; it may be for ever); it may be agreement (whereat much joy); it may be disagreement. He decides.

Whitley Committees also ratify important agreements reached informally. Staff schemes must always be agreed to by the Chairman and Vice-Chairman, and the latter will, of course, always consult the staff concerned. This includes leave minutes. This right belongs to small ports as well as large.

* * *

Another matter always requiring formal agreement is office accommodation. Matters beyond the scope of local committees, or on which agreement is not reached, should pass into a higher sphere of Whitley, which I will presently describe. Local agreements of any importance should also be ratified there.

Staff representatives should see that all agreements, formal or informal, are in the possession of the Secretary of the association and recorded. Where there is doubt as to whether such-and-such is an

agreement—it may be a “gentlemen’s agreement” and the gentlemen concerned be no longer with us—the doubt should be resolved. The modern supervising officer is only too pleased to have things between himself and his staff on a business-like footing. In Liverpool a series of vague “understandings” were put into a twenty-two clause “omnibus agreement” by both sides.

The proper recording of agreements is second only to the preparing of a good (not necessarily an argumentative one) case among the duties of a staff representative. He must, then, have the qualities which will lead to the performance of those duties. He must have a lucid method of expression in writing and speaking, a clear knowledge of the job (and often other men’s jobs) and of Whitley procedure, be polite, never let the purpose be forgotten in considering details, accept defeat cheerfully with the resolve to fight another day, have a broad view, work well with others, have negotiating ability and be prepared to sacrifice a good deal of his time. He must expect no reward.

A good Whitley representative is worth all the money he doesn’t get.

Now we’ll leave the local field for the present, but, as I proceed further, please remember that I am writing this removed from all reference books of any kind. There are complications about the Whitley process—a lack of simplicity which annoys the more picturesque but ineffective type of representative who believes in table-thumping and lets a lock of his hair fall over his eyes—and I could easily slip up in describing it. But I feel that these papers will only have value if I write away from the book, and I’ll try not to make any major blunder. Look out for the undeliberate howler.

Readers of staff journals frequently complain of the amount of space taken up by what appears at first to be very dull stuff, written in Civil Service English, about things which scarcely concern anyone. Now and again something familiar, a reference, perhaps, to increased subsistence, catches the eye, but for the most part it seems a world of weariness and a waste of paper. These are the Reports of Departmental Whitley Councils. Departmentally, this is the apex of the Whitley system, of which the Local Committee is the base.

I suggest that each of you study these reports, for, 'bald as they may appear, they enshrine the slow improvements in our lot generally as Customs Officers and the almost as slow process of obtaining acknowledgment that, in the actual efficient conduct of the Service, quite apart from our "enlightened self-interest," the staff sides have a most important part to play. But important as the Departmental Council is, it is only the terminus. The work is done before that point is reached, and quite often matters which concern the waterguard go there only for reference. It is where our concern is the same as that of others, which, as the Waterguard slowly emerges from its Cinderella state is very often now, is more often in the Customs and Excise that the D.C. is most useful.

Things which concern the C. and E. in its relationship towards the rest of the Civil Service are dealt with by a National Whitley machine, but as this, especially the link between the various Civil Service unions (the C.S. Federation was a definite link, but as its utility ceased we failed to forge an equivalent), is now a matter of negotiation, I think the subject may be passed over for the present.

The staff sides of this council, as in local Whitley, meets jointly and agree to a common policy. This agreement is not always unanimous, and perhaps many of our members do not realise how the fewness of our representatives, as we are so small a body, can be a hindrance. This could be particularly noted by advocates, if any still exist, of "splinter" movements, such as those who used to advocate a separate P.O. or C.P.O. Association. On the other hand, too big an organisation has other disabilities.

The Joint Committee of Customs and Excise Associations is not constitutionally a part of the Whitley machine but, as the official side must, if only because of the unifying policy of the Treasury, have its degree of unanimity vis-a-vis the staff we must give the same appearance. Once outside the Committee room this is done. And it could be done no other way.

The founder of the Committee was a famous name in Departmental Whitley, C. A. W. Sanders, and we are most grateful, whatever way things turned out later, for his assistance in the difficult post-war days of our Association.

especially at the time of the 1931 Salary Claim. A great P.S.A. official, A. E. Howell, was for years chairman. The Chairman of the Committee is also Vice-Chairman of the Departmental Council.

The greatest advantage of the system, as A. E. F. pointed out twelve years ago, as of all Joint Staff meetings, is that "every constituent Association is able to conduct its own business, whilst knowing at the same time all the problems affecting other Associations." The years have proved how true this is, and we trust that it will remain true as we tackle the great problems of reorganisation.

The Joint Committee comprises more persons than there are representatives on the Departmental Council, another advantage, as thus the smallest body can have its full say. Seats on the Departmental Council are limited.

All local decisions or sectional decisions (see below) are considered by the Joint Committee before they go to the Departmental Council for ratification. Sometimes it is then discovered that an error has been committed; a local decision, for instance, might prevent the initiation of some bigger reform of benefit to all and thus, before too late, by reference back, a mistake is avoided.

Meetings are frequent.

For National Whitley a very interesting "Whitley Bulletin" is published monthly, and much can also be learnt, if the book is now obtainable, from the Civil Service Compendium, edited by W. J. Brown.

The Joint Committee published an Annual Report which gives much which could not be found elsewhere and should be in the hands of all officers of the P.S.A. Year by year it is a history of C. and E. progress.

* * *

In the national field, matters solely concerning the Waterguard are dealt with by the Waterguard Sectional Committee, which, therefore, comes between the local committee and the Departmental Council. For us it is probably the most important body of all.

All Waterguard representatives from the Superintendents down, and including the Launch Service, sit on the staff side. The official side is appointed by the Board.

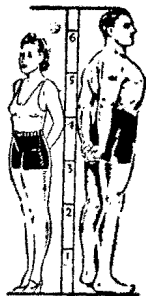
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
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