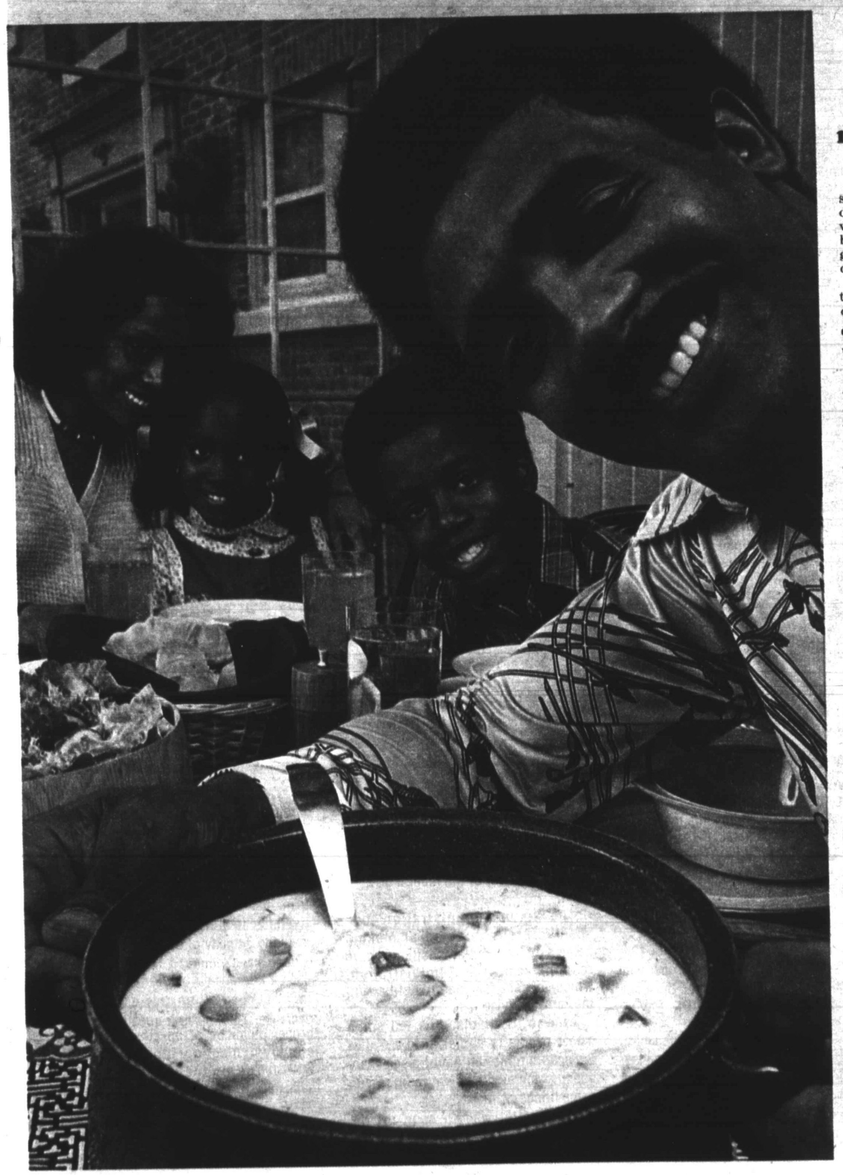
"Campbell's proves you don't have to be from down home to cook like it."



"They call these main-dish soups, and I can dig it."

Down home—where the soups are simmered all day. But all that work doesn't guarantee great taste. That's why so many cooks start with Campbell's Soups for main dishes that taste great every time. Every bit as good as down home.

Try these recipes. Then send for the cookbook for more. Now you're cookin'!

CAROLINA CHOWDER (Makes about 7 cups)

⅛ cup diced salt pork
1½ cups diced cooked ham
1 cup carrots thinly sliced diagonally
1 cup chopped onion
½ cup celery cut in ½-inch pieces
2 cans Campbell's Cream of Potato Soup
2 soup cans milk
¼ teaspoon pepper

1. In large heavy pan, brown pork; remove.
2. In drippings, brown ham and cook carrots, onions, and celery until tender.
3. Stir in pork and remaining ingredients.
4. Bring to boil; reduce heat.
5. Simmer 10 minutes; stir occasionally.

BRUNSWICK STEW (Makes about 7 cups)

2 cans Campbell's Chicken Broth
2 cups diced cooked pork
1 can (16 ounces) tomatoes, cut up
1 cup ketchup
½ cup finely chopped onion
½ medium lemon, thinly sliced
2 tablespoons vinegar
1 tablespoon Worcestershire
½ teaspoon crushed red pepper
1 can (about 8 ounces) whole kernel corn, drained
1 can (about 8 ounces) lima beans, drained

1. In large heavy pan, combine all ingredients except corn and lima beans.
2. Bring to boil; reduce heat.
3. Simmer 30 minutes; stir occasionally.
4. Add corn and lima beans; heat.
5. Remove lemon slices.

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Give me the Campbell Life.

Clinton Smith

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question was thought provoking. To quote from the decision:

"These statements. . .appear to reflect a view that may be shared by many 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, that once a numerical goal is met the need for continued affirmative action may decrease. This raises the further question of the proper definition of an effective Equal Employment Opportunity program within the concept of the merit system.

"The Commission has repeatedly taken the strong position that there is no conflict between these programs. The merit system violations in this case effectively discriminated not only against Mrs. Griffiths but all other qualified candidates for the positions in question, as well.

"The file also reflects the absence of effective planning and employee development programs to meet future staffing needs and an apparent lack of effective position management within the Appeals Review Board.

"A particularly important result of Mrs. Griffiths' complaint is that it focuses attention on the need for proper and effective meshing of overall EEO, personnel, and management programs. One way of moving in that direction is through more effective workforce planning to meet short-and long-term mission needs throughout the organization.

". . . the real value of a more systematic and effective approach to workforce planning lies in several areas that will promote better planning, more efficiency and economy, as well as in promoting merit staffing and assuring equality of opportunity for **all employees and applicants.**"

In ruling in favor of Mrs. Griffiths, this was not Mr. Smith's first such ruling against CSC. It was his third, although it was certainly his most celebrated.

He is a strong defender of both the merit system and equal employment affirmative action, but he is pragmatic and recognizes the perceived conflicts between the two.

> Effective meshing of overall EEO, personnel and management programs is big need in Civil Service.

"What do you do," he says, "when you have but one pie and it is to be served to all, including women, blacks, the Spanish-speaking, Indians and other minorities on the basis of affirmative action under the Equal Employment Opportunity law, but must be served at the same time on the basis of merit principles and in a strictly impartial manner to all competitors without regard to whether they are minorities or women?"

It is clearly a Herculean — if not impossible — task. It is the kind of conflict that recently caused major civil rights organizations to take a most peculiar stance — for them. For example, it occurred when the University of California was found guilty of reverse discrimination for admitting blacks while denying entry to an allegedly higher qualified white.

Instead of encouraging and helping the school to appeal the decision to a higher federal court, the civil rights organizations asked the school not to appeal, the reason being the likelihood that the current Supreme Court of the United States would uphold the lower court's reverse discrimination ruling.

The conflict facing the Civil Service Commission has been brought into sharp focus by CSC's Interagency Advisory Group.

Headed by Mr. Smith as vice-chairman (CSC's executive director serves as official chairman), this group consists of the top career federal personnel directors.

It serves as a two-way channel of communication between CSC and the rest of the federal establishment, including the executive, legislative and judicial branches. It also consults with CSC on personnel and management matters and recommends steps to improve the Civil Service system.

The group has in effect concluded, in its annual report for Fiscal year 1976, that affirmative action in recruitment is often largely negated by the "merit principle" selection process; that Civil Service exams do not effectively support affirmative action; that the Professional and Administrative Career Examination (PACE) — CSC's entry level test for many professional occupations—is a major obstacle to the entry of minorities and women: and that such written test requirements, along with veterans preference and apportionment, obstruct both affirmative action and the selection of many other well qualified individuals — regardless of race or sex.

These certainly are not small barriers by any means. Yet, they must be overcome, Mr. Smith says, and he believes the solution lies largely in more systematic and effective "workforce planning," not only at the federal level but at State and local levels of the public sector, as well.

By this, he means that instead of having affirmative action standing out as a separate and seemingly conflicting objective, it ought to be made an integral part of the total fabric of the bureaucracy's management planning and forecasting.

He advocates a systematic approach under which departments and agencies would have to anticipate and forecast the size and type of workforce each would need in cycles of 1, 3, and 5 years into the future. Affirmative action efforts would then be based on and evaluated against the effectiveness of steps taken to get that size, type, mix, and variety of workforce and the specific skills, knowledges and abilities needed to meet the management goals of the organization.

"Then," he says, "equal employment affirmative actions would be an integral part of the **process** of developing all staffing plans and the affirmative action **results** would then be considered as only **one** indicator of the presence or absence of an effective EEO program.

"Other, and conceivably more realistic, indicators would include how effectively an organization **plans for** getting, developing, and keeping the talents it needs to meet its mission goals," he notes, adding that:

"This more systematic approach provides a vehicle for outlining how plans for effective human resource utilization can be married to agency management plans already required by the Office of Management and Budget.

"It gives personnel officers and EEO directors more input and influence into management decisions on what skills, knowledges and abilities will be needed to meet future program goals."

A second corrective step advocated by some CSC critics would be to split the Civil Service Commission into three separate parts, or agencies: one part would handle recruiting, examining, and other service functions and the overall staffing of the federal agencies. A second component would handle the personnel management evaluation function — the police function. The third would handle appeals.

As it is now, they say, CSC is judge, jury and prosecutor.

As a third corrective step, and one which Smith advocates, penalties should be set for violations of the merit system — penalties for the mismanagement of people just as there are penalties for violating the Anti-Deficiency Act, i.e., for mismanaging money. In other words 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.

As another corrective step, Smith would strengthen the CSC considerably. It does not now play a leadership role in personnel management, or more properly, in workforce planning and forecasting of management's human resource needs, he says.

As it is now, it is too largely a service organization which primarily provides staffing for federal agencies

> Conflict in Civil Service Commission procedures brought into sharp focus in recent complaint cases.

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