

has much direct experience in the management of major projects. Nor is he strong in cost or systems analysis skills or other modern management techniques.

To break the mold, the Fulton committee advocates abolition of the class structure of the civil service with 1400 classified jobs and replacing it with a unified graded structure. Graduates would no longer be recruited into a particular class, administrative, executive, or clerical, nor would a brilliant university graduate entering the civil service have clearly defined prospects for advancement as he does now. The emphasis would be on promotion for merit and on better methods of training civil servants throughout their careers. A civil service staff college would be established where the stress would be on management training.

The government has agreed to the Fulton committee's recommendation for the end of Treasury dominance over the civil service. The Treasury, which is the celestial city of the mandarins, not only exercises budgetary control and heavily influences monetary and economic policy, but has for a number of years tightly controlled the civil service. The new reforms call for creation of a new civil service department responsible to the Prime Minister.

The Fulton committee's recommendations have been anticipated and generally accepted as necessary, even within the civil service. There is reason to doubt, however, that even the complete success of the Fulton reforms leading to a decisively more efficient civil service would guarantee correspondingly more effective government. In part, this is due to the relationship between Parliament and the civil service. Ministers are members of Parliament and responsible to Parliament and the country for the policies and performance of their ministries. And in Britain ministers are politicians and themselves amateurs, although, like civil servants, they may be gifted amateurs. Some observers suggest that increasing the professionalism of the civil servants and encouraging them to take more initiative could further erode control of government machinery and policy by elected officials.

To an American observer, the British system seems to allow no opportunity for appointments which are similar to those of our presidential system of bringing in specially qualified men from outside the government to fill cabinet,

sub-cabinet and other upper management posts. An experiment in this direction by the Wilson government in which C. P. Snow and others with scientific credentials were brought into government was a quiet failure. And the cabinet system doesn't offer much chance of securing a Robert McNamara as Defense Minister. The Fulton committee laments the lack of mobility which would allow scientists, engineers and other professionals to move invigoratingly between government, industry, and the universities. The pattern followed by John Wilson in making two round trips between the National Science Foundation hierarchy and the University of Chicago in the past decade and by Herbert Holloman in moving from General Electric to the Com-

merce Department to the presidency of the University of Oklahoma would be most unusual in Britain. Nor is there a tradition comparable to that in the French and Japanese civil services of "getting in, getting on and getting out," which permits bright bureaucrats at a fairly early age to move out of government into top jobs in private and government-owned industry.

The machinery of government and the habits of public servants in Britain, therefore, hardly seem to guarantee that public policy is made and carried out in the most effective way. One serious defect, according to the Fulton committee, is the secrecy which surrounds the making of so many decisions. Because the governing party, in effect, has a monopoly on information

## Sonic Booms Shake Up Officials

Sonic booms are damaging prehistoric Indian dwellings and rock formations in national parks and monuments in the southwestern United States, according to government officials who are responsible for the preservation of these historic remnants. However, the Defense Department denies that there is a connection between the damage and the booms, caused by aircraft.

Reportedly hardest hit are the fragile, red-walled recesses of de Chelley National Monument in northeastern Arizona, where sonic booms have occurred frequently over the past 3 years.

Utah's Bryce Canyon, with its red sandstone columns, and the Indian dwellings in Colorado's Mesa Verde National Park, also are reported to have suffered damage from sonic boom vibrations.

While Senators Clinton P. Anderson (D-N.M.) and Margaret Chase Smith (R-Maine), Senate Aeronautical and Space Committee members, called for a federal investigation of the boom problem more than 1 year ago, little action has been taken. And a statement made by John W. Perry, USAF Transportation and Communications deputy, in a letter to Clarence F. Pautzke, Interior Department Deputy Assistant Secretary, did increase alarm within the National Park Service. Perry said that sonic booms have become "a fact of life" and that problems associated with booms "will continue to grow."

Concern in Washington has continued to grow also. The Transportation Department has commissioned a natural environment panel to study the effects of sonic boom on the national parks, and Robert Linn, panel chairman, has announced that data recorders will be placed in four national parks—Yellowstone, Yosemite, Bryce, and Mesa Verde, to record the frequency and intensity of the booms.

National Park Director George B. Hartzog, Jr., has said that undetected damage possibly has occurred already in remote park areas. In a report, dated 10 January 1967, to Interior Secretary Stewart Udall, Hartzog gave an example of the damage: "On October 12, shortly after three exceptionally short booms, approximately 10 to 15 tons of dirt and rock was found to have fallen from one of the formations. . . ."

National Park Service officials, such as Kevin McKibbin, Chief Park Ranger at Canyon de Chelley, find the possibility of new collapses particularly distressing because many of the park ruins which could be destroyed have never been excavated thoroughly by archeologists.—M.M.