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Dear Robinson,

When you visited me at Minden the other day, you encouraged me to let you have on paper my thoughts and views on the organisation of the Control Commission for Germany from the point of view of getting and keeping a good team together for the period of occupation. In spite of a considerable degree of disillusionment resulting from my first six months' experience out here, I have still sufficient enthusiasm left to hope for improvements, and I should be only too glad if my comments, in conjunction with those emanating from your other correspondents whom you have no doubt invited to submit to you their observations, could be regarded as a modest contribution to the settlement of problems that will have to be resolved if the work of the Control Commission is not to end in disastrous failure.

Before going into details, I should like to emphasise one or two points so as to avoid any possible misunderstanding: My experience is limited exclusively to the Economic Division of the Control Commission for Germany, my contacts with representatives of other Divisions being so restricted that I should hesitate to venture a guess as to whether conditions there are similar or entirely different. Even with regard to Economic Division, I cannot always be sure whether I am not, perhaps, guilty of unduly generalising impressions based on conditions in my own Branch; I may, however, say this: that no single point will find entry into the following rather critical paragraphs of this letter which has not been confirmed to me by friends in other Branches. I am, therefore, reasonably sure in my own mind that the conditions which I complain of are sufficiently widespread to constitute major problems, even though they may not always apply to the whole of the Economic Division. In stating my case, or rather the case as I see it, I shall not mince my words: How are people in London supposed to know what is going on out here if nobody has the courage to speak up? And I also authorise you to make any use you like of this letter, in case you should find in it any passage worth pursuing. It will be inevitable that in certain cases you may be in a position to guess that I am alluding to a particular persons whose identity I should have preferred not to disclose, not even by implication; I regret this because I do not bear a grudge to anyone in the Control Commission where I am being treated with the greatest kindness by everyone, superiors and colleagues alike. Lastly, I should like to say that I am deliberately excluding from my survey all factors which may be put down to the natural "growing pains" of a new organisation or to political decisions which prejudiced the work of the Control Commission so much in the earliest stages of its infancy. - After this lengthy introduction, may I now begin to shoot?

Allocation of Senior Posts

By far the worst features of our organisation are

- (i) its complicated structure,
- (ii) its top-heaviness,
- (iii) the incompetence of many of the senior officials,
- (iv) the frustration felt by many competent junior officers.

(Senior officials are meant to include the ranks from ~~Deputy~~ Deputy Controllers upwards) There is a very close connection between all these four points. We have far too many high ranking officers who know nothing about Germany, nothing about economic little about administration. Their undoubtedly great accomplishments lie in fields which qualify them for their ranks - in other walks of life. This would not matter so much if they had directly under them the experts who do the real job. Unfortunately, however, this is not so. Since they were, generally, responsible for the recruitment of their assistants, not understanding the real nature of their

they chose the wrong deputies who, in turn, engaged the wrong type of persons substituting the layer immediately below their own, and so on. When, not unnaturally, a Branch or Sub-Branch was recognised to be incapable of fulfilling its tasks, far from reorganising and re-staffing such Branch or Sub-Branch, ~~xxxxxxixxxxxxxix~~ some of its functions are handed over to a special Committee of experts introduced from outside; or some other device is applied which interferes in some other undesirable manner with the organic structure of our organisation; or - the job remains undone. Naturally, technical experts are found in the Economic Division in great numbers, roughly on my own level and below. I also know a number of very competent Controllers, who, like their deputies and assistants, spend most of their time teaching their superiors or correcting the mistakes made by those above them; when the latter did not choose to consult their experts. I am fully aware of the fact that superiors are not supposed to know all the details. They ought to be the men with the wider outlook, stronger personality, and leadership qualification. They ought to have their technical experts below them, as they have. But they ought to delegate ~~xxxxxxix~~ to them work and responsibility to a much greater extent than they actually are doing, instead of interfering all the time and thus mismanaging things. Superiors ought to be briefed, not taught. Nowhere else have I seen and heard senior officers requiring their juniors to "hold their hands" nearly so frequently as in the Control Commission.

As you know, we have a Chief, and four or five Deputy Chiefs, and something like twenty-two Branches, generally, I believe, headed by Director Generals. Below them are a considerable number of Deputy Director Generals. Then come the Controllers; follow their deputies; followed, in turn, by the Assistant Controllers which have the same salaries ~~xx~~ (Basic salaries) as we had as Principals in MEW. There is something fundamentally wrong here. ~~xxxxxxix~~ For the responsibility which Assistant Controllers are given, they are grossly overpaid; but measured by their experience and the posts they are qualified to fill, they are equally grossly under-graded. One, if not two, layers of the elaborate hierarchy are redundant if the Control Commission chooses to utilise the available medium grades according to their qualifications. May I add in perfect honesty that I have never drawn as high a salary as I am getting here. I feel I am worth that money, but I do not necessarily want more. But I am not allowed to give the Control Commission a fair equivalent for my remuneration, because for the past twenty years I have never had a post as easy as my present one. For a record income I am supposed to work, in effect, at beginner's level. Instead of signing letters and sending them out in my own responsibility, discussing, of course, really important matters with my chief and submitting letters of such importance to ~~my~~ him for signature, I have to submit every letter in draft, including the simplest, most trivial letter of acknowledgment of three lines. Acting Deputy Controllers who cannot be entrusted with such correspondence should be sacked (instead of being paid £ 1,000 plus plus), and Controllers who waste their time on approving drafts of this kind deserve no other fate. Perhaps I ought to add that when I asked for permission to find employment elsewhere in the Control Commission (for this and similar reasons), I was asked to stay because "I should be so difficult to replace", and for other most flattering motives. So, you see, four-figure people out here are not expected to ~~be~~ work in any responsible capacity at all. After all, there must be something left for the Controllers, Deputy Director Generals, Director Generals, Deputy Chiefs and the Chief himself. And all this in a country where industry is, at best, working to 15 percent capacity. Many colleagues on my own level have told me that their experience is similar to mine. I have found very few who enjoy the benefit of working under people from whom they feel they can learn. I am not among them.

Choice of Candidates

I think it will be necessary to review the present allocation of posts, in order to eradicate this terrible waste of experience which remains unutilised, and this equally great waste of effort resulting from the fact that responsibility rests far too often in the hands of persons incompetent to fill their particular posts. The recruiting methods of Norfolk House, in the last stages of the war, were of necessity rough and ready. The mistakes then made, however frequent and however grave, were pardonable in the conditions then obtaining. But efforts should be made to remedy them, and the victims of these errors of the past should be told that their cases are being reviewed; moreover, officers who feel that they are not in their proper places should be invited to voice their grievances to a specially created body.

Similarly, I believe that a great number of our clerical staff, among whom I have found an astonishingly high degree of initial enthusiasm for this new adventure, have been pushed into Divisions which do not interest them at all, and for this and other reasons lost much of their interest. Here, too, a reshuffle will have to take place if it is desired to retain the services of the majority.

In the case of new candidates, the mistakes made with regard to the existing staff should be avoided right from the start. Apart from this, I feel that the selection should take factors into account which, although not quite so important as competence, rank immediately after: What we definitely should try to avoid is to attract ~~such~~ people who, in turn, are attracted by stories of the unceasing stream of wines and liqueurs; of country rides and excursions. They are, more often than not, the same people who say: "I don't care whether the Germans starve" or other silly things like that. I admit that an attitude like this may be based on some deep political conviction and, although I cannot share it, need not necessarily be a motive for excluding a person from service in the Control Commission. But I cannot help feeling that in most cases it is not so much the political conviction, but the disinclination to work, combined with the desire to have a good time, which produces such pronounced indifference to human suffering.

Pay and Allowances

Assuming that the majority of officers employed in the Control Commission were given ranks and positions according to ~~their~~ their qualifications and corresponding, as far as ~~xx~~ basic salaries are concerned, to the pay we got in MEW, I should feel inclined to say that the allowances which married men receive make the service very attractive indeed, provided that some scheme could be introduced whereby financial assistance is given to officers who, after 3 or 5 years (or longer) service here want to (or have to) return to England or go elsewhere. ~~They~~ They will not find it easy to find a job immediately. What I have in mind is about 50% of one year's basic salary after 3 years and, say, 100% after 5 years or more. Whether the officer leaves on his own account or is dismissed because his post has become redundant should not effect the payment of this final ~~sum~~ sum (though dismissal on account of misconduct might). I am making this suggestion because I think the allowances are paid as compensation for the hardship of not being at home etc. ~~They~~ If much of what we save has to be spent on financing a period of almost inevitable unemployment, these allowances lose their attraction.

Single officers and

Clerical ranks are in a different position, and, I think, also all female officers. In their case, the attraction offered in the form of the two allowances is very much smaller. I cannot see any real justification for distinguishing between married and single persons, because the usual motive (that married men have to look after two households when sent away from home) does not apply to terms which include free board and lodging for everyone serving in Germany. In other words: In my opinion, the allowances should be equal for married and unmarried persons, and if ~~then~~ this procedure becomes too expensive on the basis of the present married allowances, then a somewhat smaller, but equal allowance scheme should be put into force. (Since I am married and endowed with a fair amount of other family responsibilities, I hope I shall not be accused of being biased in this matter.) The proviso that a final sum of money is payable at the end of three years service (see above) should, of course, apply to all employees of the Control Commission, incl. established Civil Servants. ~~Skanda~~

Should the above suggestions be passed on, I hope the Treasury will consider them in conjunction with the suggested elimination of the top-heaviness of the organisation, in ascertaining the costs of a reform of the allowances and the 'final sum' payment.

Miscellaneous Matters

I don't believe that any single point of controversy has created so much dissatisfaction among the junior members of CC as the fact that the incidence of rank enters into what we regard as our private lives out here. I am not qualified to make any suggestions on this matter. All I do know is that unless a satisfactory solution is found, you will have a very great problem in finding suitable candidates for clerical etc. jobs. I see the difficulty presented by the fact that we work as a team consisting of military and civilian personnel, that the latter must not receive preferential treatment, and far be it from me to criticise the Army traditions. But civilians who volunteered, at the end of the war, to serve in Germany, did this in

the expectation that outside the office they would be allowed to mix freely and without distinction of rank, as they do in England. If I were a member of the "Other Ranks", and twenty years younger than I am, I think I would have ~~lak~~ returned to England on the first day after deployment, and if I had to walk (and swim) it. It is not a question of inadequate conditions for the "Other Ranks" which I have in mind; although here, too, there seems to be reason for legitimate complaint. It is mainly the fact that civilians are being classified like that, ~~that it is almost impossible to~~ in matters affecting their private lives, and that it is almost impossible to mix with persons belonging to the other group, which rankles. Again, although the matter hardly effects me personally at all, I feel so strongly about it that had my daughter any inclination to come out here I should strongly advise her not to, unless she could join as an officer right from the start. I daresay other fathers will feel the same way about this when they hear to what length this unfortunate differentiation is carried. I have my own ideas as to how this matter could be tackled, but I do not believe for a moment that my suggestions would be accepted. Apart from this, I think you ought to sound the views of "Other Ranks" on this matter.

Another point which would be a standing joke were it not such a serious matter is the utter incompetence of those whom, in MEW language, I should call the Establishment Dept. I and many I know had to sacrifice half a precious leave day or more to find out whether and how much of their salaries has been paid, where it ~~ix~~ has been paid, and what portions of their allowances have been paid. Some time ago, a promising start was made: we were promised monthly statements. The last one I got was for October.-

And now a somewhat ticklish matter: Rumours have reached us to the effect that the allowances would not be paid while on home leave. When I enquired at Norfolk House, I was told the question was not yet decided. We don't understand such things. If the decision is made against us, no doubt the legal advisers of Norfolk House have found a loophole in the contract, and we must accept the decision. It is not even the material damage which we object to so much. It is the experience that our Employers make use of an unnoticed ambiguity in the contract, which we feel is a little "infra dig". One does not assume that one has to employ a solicitor in order to understand the implications of the payment clauses in a contract for a "Temporary Civil Servant".

You may think these are rather trivial points. Perhaps they are, but I believe to know that things like the above (and there are, of course, many more instances) spread like wildfire and are eagerly discussed and undermine the prestige of Control Commission Service.

I should not like to end this letter without adding that there are also a great number of positive points. Since this was intended to convey to you suggestions for improvements, I naturally singled out the disadvantages for comment. I should, however, hate to think that you obtained the impression that we/unhappy or miserable all the time and indulge in incessant grumbling. Far from it.

If you have read thus far, I thank you very much indeed for your patience. I should be happy indeed if you called on me again when next visiting Minden. Perhaps you would then have the time for a chat on an evening. Meanwhile, I hope that you have had a Merry Xmas, and wish you a Happy New Year.

Yours very sincerely,

R. G. Beer

(R.G.Beerensson.)