

Letter from America

## Ten "Young" Men of Tact and Talent

"(The President) somewhat as a sheep dog, must round up a free people and persuade them, to move in a given direction for a sufficiently long period to make it possible to act upon a policy",— Dean Husk in Foreign Affairs, April 1960.

AFTER a gruelling election campaign there was not much time for President-elect Kennedy to nurse his hoarse throat and stretch his weary limbs on the warm sands of Palm Beach. Soon he was faced with the tight-rope act of filling cabinet posts, and unlike the British system there was no "shadow cabinet" eagerly waiting to take over office at short notice. From filling the technical and specialized job of the Budget Director to the proverbially political appointment of the Postmaster (General, the President-elect had to reconcile the competing ends of efficiency, expediency and payment of political debts with an eye on the nominalising convention and November poll four years hence.

### Cabinet Contrasts

Not till December 16, five weeks after his election, was Mr Kennedy able to put together a cabinet of tact and talent for which he has now won acclaim in national and international press. Both Franklin Roosevelt and Woodrow Wilson got so involved in party wrangles that they could not complete their cabinet selections till one week before the inaugural day. Wilson, in fact, met his Minister of Interior for the first time on the very day of his inauguration. Harry Truman was lucky to inherit the machinery built up by his predecessor. Eight years ago Eisenhower was able to successfully draw on his vast reservoir of friendship in business and get his team ready by November to facilitate early communications on problems of transition. But as a history student at Harvard, former press correspondent, and law-maker the young Senator could draw only on a limited circle of friends and acquaintances. The political pundits irrespective of their party affiliations agree that Kennedy has done an excellent job, more than justifying the delay in doing it.

After January 20 the country

will be guided by a team of brainy young technicians, transcending the liberal-conservative dichotomy and suggesting some strong contrasts to the out-going cabinet in regard to age, competence and background. The average age of the Kennedy cabinet will be forty-seven, almost ten years less than Eisenhower's first team. While his predecessor surrounded himself with old-fashioned businessmen and politicians, Kennedy will have efficient men cast in an intellectual mould. Also, it is not difficult to detect a moderate shift to the left-of-centre from the conservative position of the Eisenhower administration.

There is a decided difference between the theories of the role of Presidency to which the two men subscribe and this will become more apparent in the future. Eisenhower's belief coincided with President Grant's concept of the President as a passive agent diligently executing the will of the Congress. Consequently, President Eisenhower has on many occasions refrained from providing moral leadership on critical public issues. In contrast, Kennedy has explicitly taken the stand of a strong presidency and the title quotation succinctly summarizes his position. These differences of approach will reflect in the role of the two cabinets, while the outgoing cabinet filled an executive vacuum, the new one is more likely to be shepherded by a strong leader.

### Rusk — a Judicious Compromise

Perhaps the most intriguing of Kennedy's choices is that of the little known Dean Rusk as Secretary of State. *The U S News & World Report* of December 26 quotes a Democratic leader in Congress as saying "If Kennedy wants to be his own Secretary of State, Busk will fit in with that plan." This may be as good a reason as any other for the choice, but more positively, it may have been the result of two counteracting influences on Kennedy. Ever since the party nomination last July, when the liberals failed to get Stevenson drafted, they have been pushing him for the Secretary of State. On the other hand, former Secretary Acheson had recommended David

Bruce, former ambassador to Germany, who corner close to his tough policy on Berlin. After the Zionist influences here had kept Fulbright out of the picture, Rusk remained a judicious compromise.

Dean Rusk has served as the Assistant Secretary of State under Truman and was close to him when he discharged the intractable Douglas MacArthur as commander in the Far East. He is known for his flexible policy on Berlin as against Acheson's intransigence. As an executive of the Rockefeller Foundation he has been paying increasing attention to the problems of underdeveloped countries and no wonder European sources feel let-down fearing that they will take second place hereafter.

But Dean Rusk's relative anonymity has been successfully counteracted by the choice of Stevenson as Ambassador to the U N and Chester Bowles as Under-Secretary of State. The delicately balanced triumvirate has yet to formulate a coherent foreign policy on many issues and correct errors and miscalculations that have created at least three major danger-spots in the world today — Cuba, Congo and Laos.

### Strategy on the Domestic Front

Some of the other appointments Kennedy has made seem to have been masterfully designed to split his Republican adversaries and solidify the Democratic support. The Southern support, which assured Kennedys narrow victory, was compensated by the selection of Governor Hodges as Secretary of Commerce. With his business background he played a major role in attracting industry to North Carolina. Labour's support was recognized in the appointment of Arthur Goldberg, the brilliant lawyer of the United Steel Workers, as Labour Chief. The Department of Health, Education and Welfare will be headed by Abraham Ribicoff, who was one of Kennedy's early supporters. The Far West and farmers, who let down Kennedy in the last election, were also represented by Udall for the Interior post and Orville Freeman for Agriculture. The negroes were gratified by the offer of the post of

Postmaster General to Representative Dawson who turned it down making possible the appointment of Stevenson's law partner Edward Day to the post. Hut in the selection of these men political debts and Election prospects have not been the only considerations. On the contrary, it is very likely that each one is nearly "the best man available" in the field.

### "Conservative Means for Liberal Ends"

But Liberal eye-brows rose with the selection of two Republicans to key posts in the cabinet. The Treasury post went to the former Wall Street investment banker and present under secretary of State, Douglas Dillion. The Republican president of Ford, Robert McNamara was chosen to head the Defence department. Whenever Dillion's views have burst out of the Republican strait-jacket he has appeared very close to the Democratic platform as in the recent growth-rate controversy over the abortive Anderson mission to Europe to "save the dollar." The next defence chief has been described as "an independent Republican" having voted and worked for Democrats as often as Republicans. A former professor of business administration at Harvard he is reported to feel more comfortable in the academic atmosphere of Ann Arbor, Michigan, than among the auto giants of Detroit. As the London *Economist* observes Kennedy has chosen "conservative means to achieve liberal ends he has set for himself (December 17, 1960).

The only appointment by which Kennedy has made himself vulnerable to attacks by his adversaries is the choice of his 35 year old bro-

the Robert as Attorney General. As a campaign manager for his brother, Robert Kennedy has earned the remark of people in Washington that "Bobby is tough". He is also well-known for his work as a counsel for the McLellan Committee that exposed the labour racketeer, Jimmy Hoffa of the Teamsters Union.

Kennedy perhaps needs an aggressive young man in the administration to turn the guns on the Southern segregationists more than on business monopolies and to extend the hunt for labour racketeers instead of for suspected commies. This is only one of the many interesting speculations on the direction toward which Bobby Kennedy's ruthless energies may develop.

On the whole Kennedy's cabinet choices give sufficient evidence of his intention to play a dominant

role in the formulation of policy. The last few years may be described as a period in which ideas ran out in Washington and what the President-elect has done is to accumulate, men who have learnt to dream in blue-prints without cliché or doctrine.

### Pfizer-Dumex Win Three Awards

PFIZER-DUMEX, the leading manufacturers of pharmaceuticals have won this year three State Awards in an all-India competition sponsored annually by the Directorate of Advertising and Visual Publicity. Government of India, for their promotional literature, for excellence in designing and printing. Pfizer-Dumex won two prizes for their folders and one for an advertisement colour insert. Last year also they had received a State Award.

### Madras Aluminium

A new company, Madras Aluminium, has been promoted with a total issued share capital of Rs 000 lakhs to produce aluminium at Mettur from the rich bauxite deposits of the Sheveroy Hills. It has entered the market to raise Rs 60 lakhs of preference capital and Rs 127 lakhs of equity capital. The entire issue to the public has been underwritten, among others, by the Madras Industrial Investment Corporation, the Industrial Finance Corporation the Life Insurance Corporation and the Investment Trust of India. This offer for public subscription is exclusive of Rs 413 lakhs worth of shares, for which firm allotments have been promised to the promoters by underwriters and foreign collaborators.

The company will have a plant capacity of 10,000 tons, of which 7,000 tons would be ingots and 3,000 tons alloys. It has already applied to Government for another licence to erect a rolling mill for the manufacture of cables, extrusions, rods and foils. The plant will be located at Mettur on a plot of about 100 acres allotted by the Madras Government, which has also assured adequate power supply at economic rates. Montecatini, the foreign collaborators will supply technical know-how, designs and

specifications, and will also procure the machinery. attend to erection, and supply and train technical personnel. The entire payment of Rs 120 lakhs to Montecatini will be in the form of equity share capital, No further fees for technical assistance are payable either for expansion of plant capacity of up to 20,000 tons or for setting up the rolling section.

The total cost of the project, for the plant of 10,000 capacity, is estimated at Rs 060 lakhs, of which Rs 100 lakhs would be foreign exchange expenditure. To finance the foreign exchange component, the company proposes to issue 10-year debentures in Italy of the equivalent of Rs 4.2 crores. This issue will be guaranteed by Montecatini and will carry an interest at 5 or 6 per cent. The loan will be repaid in 10 annual instalments, the first instalment falling due in 1964. This is a new method of financing foreign exchange expenditure which has not been attempted in recent years. According to the Chairman, Shri Venkataswamy Naidu, foreign exchange for repaying the loan could be earned if the company is allowed to export alumina to the Italian collaborators. The company should be able to produce alumina early in 1962.

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