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Immigration and Naturalization Service

BORDER PATROL

ELEMENTS OF FITNESS FOR ADVANCEMENT IN THE SERVICE

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ELEMENTS OF FITNESS FOR ADVANCEMENT IN THE SERVICE

Inasmuch as the average appointee to this Service aspires to promotion to supervisory positions, it is believed advisable that some thought be given, even at so early a stage of your career, to the principal elements of fitness for advancement which will be necessary for you to demonstrate that you possess before you may hope to realize any such ambition. Since most of the qualities of fitness which will be discussed are susceptible of development it will be well for you to know, and throughout your service to keep in mind, what these qualities are.

From the viewpoint of a patrol inspector the position of senior patrol inspector is the first of a supervisory nature within reach. For that reason this discussion will refer particularly to what are considered to be essential qualifications for that position, though most of these elements are equally essential to other types of supervisorship.

The most important single qualification for advancement is, of course, knowledge--knowledge of the job which you hope to fill. It is certain that no man can intelligently direct the activities of others unless he is thoroughly conversant with the nature and details of the joint enterprise, and is in a position to give intelligent advice, suggestions and instructions as to how the work will be performed. If a would-be leader lacks such knowledge, the men working for him soon lose their respect for him as a leader; whatever his title, he is not a leader in fact.

The subject of knowledge is not one that should be touched upon lightly in a paper of this sort. It has been said, and will bear repetition, that knowledge is power. This is as true today as when the statement was first uttered--probably thousands of years ago. We will acquire knowledge only by diligent study. Having made a good start at this school in cultivating the habit of systematic study, let us continue it.

While we should endeavor to increase our general knowledge, we should of course concentrate on the study of subjects that pertain to our work or to the line of work we intend to follow, and we have emphasized the necessity of studying the Immigration and Naturalization Laws, Elementary Criminal Law and Court Procedure, Fingerprinting, Maintenance of Equipment, Radio Operation, Sign Cutting, Report Writing, First Aid, Methods of Patrolling, and Spanish. The written senior patrol inspector examinations contain more difficult problems than you have had at this training school about the same subjects. The answers to the questions are more closely rated, and a general average of 70% must be made for passing grade.

Patrol inspectors on the Mexican Border must undertake a Spanish test, and an applicant must make 70% on the law and service procedure examination before he will be accorded the Spanish test. Here again the applicant is required to demonstrate that he has continued to study beyond the period of his probation, and 70% is likewise the passing grade in the senior patrol inspector Spanish test. Those who qualify in both these written tests have not passed the final hurdles, but have merely demonstrated that they are entitled to further consideration.

To determine the extent to which a candidate for promotion possesses other elements of fitness for the position he seeks than those which can be tested by a written examination, an Examining Board considers each qualification, which will be discussed in more or less detail, and decides to what extent the candidate possesses each qualification. The methods employed by the Board in determining these ratings are as follows:

The Board personally interviews the candidate, the Chief Patrol Inspector, his Assistant and the Senior Patrol Inspectors under whose direction the candidate has worked. They also compare certain qualities the candidate is known to possess with those which are manifest in other officers. In other words, as to many of the qualifications considered essential in a senior patrol inspector there exist certain yardsticks by which the extent to which the candidate possesses them may be measured. For example, it is a matter of knowledge to members of the Board through observation for, perhaps, an extended period of time that one senior patrol inspector possesses some essential qualification for his position to a markedly high degree; that another senior patrol inspector possesses the same qualification to what may be considered an average degree, and that a third senior patrol inspector possesses that qualification to an unsatisfactory or low degree. The Board members will also know, or will learn from available sources, how much of that same qualification the candidate possesses, and it is not difficult to compare him as to how as to that one qualification with the senior patrol inspectors the Board has selected as examples. The Board thereby determined the candidate's standing on the scale as to that qualification not only in relation to the senior patrol inspectors but in proper relation to all other candidates for promotion who are being examined. Wherever practicable this method of comparison is followed to insure that whatever the Board's standards, they will be uniformly applied and that the promotions may be made on a sound competitive basis.

It therefore behooves the aspirant for promotion to take stock of himself occasionally, and he should study the several essential qualifications which are outlined in the rating chart used in connection with the examination of candidates for the position of senior patrol inspector.

ADDRESS AND PERSONAL APPEARANCE

This is the first general qualification to appear on the rating chart. This element needs comparatively little discussion.

The Service insists that its officers be neat and clean; that they observe the regulations as to uniforms and that they maintain a high standard of appearance. The reasons for these requirements should be readily apparent. The public judges this organization, to a certain extent at least, by the appearance of its officers present. A senior patrol inspector who is inclined to a slovenly appearance and who, himself, violates uniform regulations, loses value as a supervisory officer. He sets a bad example to his subordinates and the chances are that the appearance of his entire unit would not add to the prestige or reputation of the organization. He would be unable to enforce uniform regulations in his unit and could not consistently admonish his subordinates regarding their poor personal appearance. It can therefore be seen that the personal appearance of a senior patrol inspector has a direct bearing upon his fitness as a supervisor.

PHYSICAL FITNESS AND ENDURANCE

To what extent an officer is physically capable of performing all of the duties of his position, whether he can endure the physical hardships frequently encountered in the performance of his duties; whether he can take care of himself in physical encounters which are likely to arise; and whether he is active, sturdy and in good physical condition generally, are matters of interest to the Service in determining an officer's fitness for the position of senior patrol inspector. Any law enforcement officer, and particularly an immigration patrolman, should keep himself in good physical condition in order that he may meet the emergencies with which he may be faced and perform the arduous duties he may be called upon to carry out in an efficient manner. Since a senior patrol inspector is a leader who day after day works alongside those whom he supervises, and who as a leader should set the pace for his subordinates rather than to follow or to impede their progress upon any kind of patrol assignment which they as a team may be called upon to perform, it is certainly important that he be in the best possible physical condition and possessed of such physical stamina as will enable him to set a good example for his subordinates.

JUDGEMENT

It goes without saying that a man cannot be a successful leader unless he possesses the respect and confidence of those working under his direction, and that a man of notoriously poor judgement will have neither. Generally a man who is well informed should be able to exercise good judgement in making a decision, but unfortunately that is not always so, because some people are not clear thinkers. A man of sufficient general intelligence to be selected for appointment as a patrol inspector should be able to remedy that condition by careful training. Continued and systematic thinking induces straight thinking. Many people who are condemned for poor judgement would be able to exercise good judgement once they had learned to think. The man who is not informed and who avoids making decisions simply takes a chance when he is forced to decide an issue. Of course his judgement is poor; he does not have even a fifty-fifty chance of being right, because the answer is not always "Yes or No".

PENETRATION AND POWERS OF COMPREHENSION AND OBSERVATION

Regarding the candidate for the position of senior patrol inspector the Examining Board asks "how readily does he perceive and understand the intent of instructions; grasp the significance of new ideas and the import of scenes, events or occurrences affecting his work; whether he is keen and alert or dull, slow to grasp situations, unobservant and blind to important evidence?" These questions bespeak for themselves the importance of this qualification in a senior patrol inspector, or for that matter any law enforcement officer. These are qualities which any normal man can develop by the constant straining of his faculties toward finding answers to things which go on about him in the course of his daily tasks. The officer who is always endeavoring to penetrate to the truth of a situation usually develops a keenness of perception and with it powers of comprehension which make him valuable as a border patrol officer. On the other hand, unless these faculties are developed to a comparatively high degree he will be of little use in this line of work.

In the lecture entitled "Sign Cutting", there is related an incident which can be cited of this quality which is so essential in a patrol officer. The incident referred to is that of the senior patrol inspector's observation of the broken top of the dagger plant which guided him to a cache of smuggled contraband. Although he was riding along in an automobile and was engaged in conversation with his team-mate, the habit of observation which he had developed caused him to automatically notice the broken plant. More than that, he perceived that it was not a natural phenomenon, and the acuteness of his senses informed him what he had observed had some peculiar significance. His powers of comprehension or the

ability to size up and understand a situation, quickly solved the matter. This is perhaps as simple an illustration of the value of this qualification as could be given. Numerous other incidents, not all having to do with inanimate objects, could be cited. Suffice it to say that the patrol inspector who day by day will exercise his senses in the pursuit of his duties will develop that mythical sixth sense the same as he would, by constant exercise, develop a muscle.

This so-called sixth sense frequently functions in patrol officers in ways which appear mysterious; but we know that it does function. Many times, for example, patrol officers and immigrant inspectors have suspected persons of violations of our laws without knowing exactly what had aroused their suspicions. After persistent investigation had disclosed the fact that a violation had been committed the officers involved have reported that a careful review of everything concerning the subject of their examination failed to reveal a single object or item which they would say had caused them to suspect the alien in the first place.

The explanation must be more simple than it would appear to be and we can only suggest that with some highly developed one of his five senses he subconsciously perceived some very tangible circumstances or evidence that he was not conscious of having detected, yet which was a signal of warning to his conscious self--which perhaps constitutes what is commonly called a "hunch".

Without dwelling upon the psychological aspects of the question, merely bear in mind that the constant use of your sense faculties will develop greater fitness for advancement in the Service.

COMMAND OF LANGUAGE, REPORT MAKING ABILITY, PREPARATION AND COMPLETION OF REPORTS

A good investigator learns the essential facts, but he is not a good investigator if he keeps the knowledge of those facts imprisoned in his mind because of inability to impart the information to others, who should be apprised. The ideal report is one which covers the subject fully in as few words as possible, with the various items arranged in a logical sequence.

That is not as easy as it sounds. It requires training and experience and a knowledge of the English language. Perhaps the most important study for any person is his own language. Whatever our vocation, we should be able to express ourselves well, in good language. Many a person has secured material advancement in position because of his superior English. It may be that he is not a better workman than the man struggling beside him, but he has the ready means of convincing the boss. In determining a man's fitness for the position of senior patrol inspector, the Examining Board

considers, among other things, his ability to write a satisfactory report, and this may be accepted as meaning his ability to communicate the facts to others and not his knack of substituting glibness for conscientious effort. Master English!

INDUSTRY, DILIGENCE, ATTENTIVENESS, PUNCTUALITY,
ENERGY AND APPLICATION TO DUTIES

A supervisor of high rank who does not come in close or frequent contact with those whose work he supervises may not adversely affect subordinates with his own laziness, lack of attentiveness to duty or by his unpunctuality, but that is obviously not true in the case of a senior patrol inspector who is in almost constant contact with those whom he supervises. The patrol inspector who is an uninterested or an unwilling worker would certainly display the same tendencies if, perchance, he were promoted

OBEDIENCE, LOYALTY AND DEFENDABILITY

An officer should learn to carry out orders promptly and cheerfully, and to submit himself to proper discipline. He must learn to take orders before he can give them to others. When he has mastered himself, he has learned to master others. If he cannot be depended upon to carry out instructions to the best of his ability, he cannot be depended upon to see to it that others execute them.

INITIATIVE AND WILLINGNESS TO ASSUME RESPONSIBILITY

The subordinate can proceed along the lines of least resistance, doing only what he is told to do and working only the regulation hours, that is by permitting some official superior to assume all responsibility for his work and the manner of its performance; but if he is in a position of leadership, he must display initiative and he cannot dodge responsibility. The subordinate can find means to display ingenuity and initiative in his daily work, and he will have ample opportunity to accept responsibility if he is willing to do so. He must demonstrate the possession of those qualities in advance of selection for a supervisor position, or he should not be selected, because the odds are against their acquisition thereafter if they have not already been brought into use. A simple illustration should suffice. A supervisory officer details a subordinate to investigate the statement in an anonymous letter that Juan Gomez, an alien residing in El Paso, Texas, is unlawfully in the United States and subject to deportation. No further information is given in the letter and the supervisory officer knows nothing more about the case, and so advises the officer detailed to make the investigation. If the latter is distrustful of his ability as an investigator and lacks initiative, he may ask his official superior how he shall undertake

to locate the alien. Otherwise he will study the situation and devise for himself means to locate the alien, that is, he will consult the local immigration records to determine whether the alien was regularly and lawfully admitted, will consult the city directory, the postal service, the local police, etc., etc.

Let us assume that this investigator succeeds in locating the alien at a certain address, and that when he goes there for an interview, he finds the alien and his family in the act of moving. The officer has no warrant of arrest.

In such circumstances the timid officer may rush to a telephone to communicate with his official superior, though there may not be time for that and the alien may be gone when he returns, whereas the officer willing to assume responsibility will, if the time is limited, decide for himself what course of action to pursue, saying perhaps, "I would rather be criticized for using poor judgement than for not acting at all."

Little incidents of this sort occur daily or frequently in the official life of a patrol officer and a record of them illuminates the question whether he possesses initiative and the willingness to assume responsibility.

AGGRESSIVENESS, FORCEFULNESS, DECISIVENESS

Being aggressive does not mean that a man must be a bully or a bulldozer. It means that when a course of action is indicated, he will grasp the situation without any more hesitation than is required for a precautionary survey, and will carry on to a conclusion. One who is properly aggressive is forceful. Whether he is forceful may be determined from his manner of interrogating suspects, that is, whether his manner is confident and commanding of respect or is weak and ineffective.

Too much stress cannot be placed upon the quality of decisiveness. A number of minor defects may well be overlooked in an officer who is known to be decisive, and more than one supervisory officer has finished in the ranks where he started because he could not force his mind to reach a decision.

One school of thought holds that if most problems are laid aside long enough, the necessity of action will pass, and there will be no need to make a decision. Then an armed band of smugglers is approaching a detail of officers near the international line, and the senior patrol inspector in charge is asked whether the officers may open fire upon the smugglers, he cannot very well shelve that question.

Some of those posing as experts on this general subject advocate making a decision, whether right or wrong. But why be

wrong? Why not inform ourselves so that our decisions will be right in most instances? If the senior patrol inspector has fully informed himself as to when the use of firearms is permissible, he can give an immediate and correct answer to the inquiry. That is decisiveness at its best.

For that matter every leader should visualize in advance, so far as that is possible, every conceivable contingency that may arise to test his leadership and outline a plan to handle a situation, if and when it does present itself, just as the driver of an automobile should anticipate emergencies that may happen and be prepared to handle them almost instinctively if and when they do occur.

DETERMINATION; PERSEVERANCE; SELF RELIANCE

These qualities are very much akin to those mentioned and discussed under the preceding caption. If a patrol inspector lacks the grit, backbone and sticktuitiveness to carry out an assignment in the face of adversities, what reason is there to suppose he would do any better in a supervisory capacity?

COOPERATIVENESS

Our organization is one that depends for results upon cooperative efforts. In some districts it is considered dangerous for a patrol officer to work alone, and outstanding instructions require two or more officers to work together in certain circumstances. The "lone wolf" may be able to accomplish good results by himself, but if he feels that he cannot do his best when working with others, he should not submit himself as an applicant for the position of senior patrol inspector, the incumbent of which in the very nature of things must be able to work with others.

BEARING AND DEMEANOR; ATTITUDE TOWARD PUBLIC

The Central Office asks: "Is appointee tactful, courteous, businesslike and considerate in his public contacts, or is he officious, brusque, harsh, overbearing, impudent or over-effusive? Are his contacts with the public such that he will maintain respect and confidence for himself and the Service, or are they of a nature which tends to bring the organization into disrepute?"

ATTITUDE TOWARD SERVICE; ESPRIT DE CORPS; MORALE

Does the officer take the position that "This is my Service; I am proud of it; I want it to be proud of me, and I will do everything within my power to defend it against attack, to add to its prestige and reputation, and to make its work a success." If he does, it is more than likely that others working under his direction will possess the proper attitude.

PRODUCTIVITY

The number of alien apprehensions will vary according to the season and locality, but it is generally possible to determine what is a fair average at any place over a certain period of time. Should a patrol inspector uniformly fail to maintain a fair average when working in various localities under favorable conditions, the presumption is justified that he is lacking in some essential particular, although the exact cause or causes may not be readily evident. Without a good explanation for his apparent failure, he should not be placed in charge of others with the probability of the whole unit becoming similarly affected.

PERSONAL CONDUCT

The supervisory officer is expected to set a good example for his subordinates.

PHYSICAL COURAGE

A supervisor who works with other men should not ask or expect them to do something he is afraid to do himself, and he must be physically capable of meeting every demand made upon them. If he remains safely in the background and sends them into certain danger, he might as well save others trouble by quitting before those in authority are compelled to take action for the good of the Service.

It may be argued that cowardice cannot be overcome. It can be, but if any man finds it impossible to control himself in that respect, he should voluntarily seek employment of a nature that does not call for a display of physical courage. On this particular subject General George Vidmar--now retired--stated that an old general who saw service in the Civil War gave him what he regarded as the greatest piece of advice in the world. The Civil War veteran said: "If you get to be afraid--and you will under fire--don't stop; take two or three paces forward and you will find your fear leaving you."

Every one experiences fear, except those of remarkable insensibility. Be afraid of exhibiting fear. One should never do so to those who look to and have a right to look to him for direct leadership.

CARE AND USE OF EQUIPMENT

At best we have no more than enough equipment for our reasonable needs. This is particularly true of government cars, revolvers, ammunition, handcuffs, etc. Such equipment must be carefully handled in order to ensure maximum use. A patrol officer

who is careless in his use of government equipment naturally could account for even more damaged property with the greater opportunity given him as an officer in charge of a unit. We proceed upon this theory: Why give him the chance?

INTEGRITY

This is a quality that must be possessed by every person, regardless of the position he occupies in this or any other organization. Its possession is assumed a matter of course until the contrary is established. An employee lacking in integrity should be dropped before he has a chance to be considered for a supervisory position.

GENERAL CAPACITY FOR LEADERSHIP

Next to knowledge of the job, the most essential qualification in a senior patrol inspector is a general capacity for leadership.

Specific attention has been given elsewhere to other qualities, such as "aggressiveness", "courage", "determination", "loyalty", "initiative", "job knowledge", etc., which are requisite to good leadership, but which are not necessarily synonymous with the ability to lead. Without these qualifications in good measure one would be a failure as a leader, but to be a successful leader one needs something more.

Some years ago Major Bertram F. Duckwall, U.S.A., classified administrative officers or leaders into six types. The then Superintendent of the New York State Police, George F. Chandler summarized these classifications in his book "The Policeman's Art", (as taught in the New York Police School) approximately as follows:

His description of the six types are interesting in that they clearly point out certain traits which disqualify a man as a leader as well as to indicate some of the qualities that make for successful leadership. The types are:

First, the man who has a bad temper and flies off the handle easily. He gets purple in the face and works himself into a rage over trifles that are often the result of his own faulty instructions to those under him. He is a bully by nature, now a bully with authority. He keeps everybody in a state of fear, and it is a known fact that no one can do good work who lives in such an atmosphere. Such a leader is always having a fight on his hands and imagines that his subordinates are trying to play him false. He does not gauge the psychology of those with whom he comes into contact, and as a leader he does not last long. He is the kind of officer who inspires in his subordinates only disloyalty, distrust and even hatred.

A second type of leader believes that he is all there is to command. He prescribes every act and tells just exactly how he wants it done. He does not trust anyone. He stifles all initiative. He will never receive suggestions, so the organization which he commands is never benefited by any one else's ideas. Such an officer is usually a hard worker, but he spends hours working out details of the way he wants things done instead of giving his time and his brains to the big problems of his command. Such a type is sometimes the product of too rapid promotion. His administration is usually a failure, for bitter criticism takes the place of instruction and snap judgements work injustice to those under him.

The third type is somewhat like the second, but besides planning out all the details of the work, he tries to do it all himself. He is the busiest man alive. Everybody likes him for he works every minute doing other people's work and letting others loaf. Although he is extremely conscientious, he really accomplishes very little, for he works in circles and there is no cooperation. His organization fails because it is impossible for one person to do all the work. His energy could be utilized under a good executive, but as a leader he is impossible.

The fourth type is the commander whose main idea is to be popular with his men. He will grant every request he can without sufficient inquiry and sometimes resorts to some underhand method to defeat the matter afterward. He hesitates to hurt someone's feelings and dodges the main issue. He praises everyone whether he deserves it or not, but when put to the test will not back up his own men for fear of hurting himself with the public or someone higher up. He is evasive and shifts his responsibility as often as he can. He is what the Army calls a "bootlicker" and will disgust efficient men under him. His striving for popularity defeats its own ends.

The lazy administrator is the fifth type. He may have a very successful organization if his subordinates are of the right sort of men. Thrown on their own responsibility, they may develop initiative and keep things going sometimes very harmoniously. The trouble comes when something arises which demands decisive and energetic leadership. Then unfamiliarity with his own organization will cause his collapse.

In contrast with these types is the real leader. Major Duckwall thus describes him: "He takes charge, and with a few well-directed efforts soon has everything coordinated and working. Harmony begins to manifest itself from the time he assumes the helm. Such an administrator usually has a pleasing personality, seldom becomes angry, is just in his dealings with his subordinates and is enthusiastic in his work. His success is very largely due to the justice which he accords to those under him. Men work well

in an atmosphere of impartiality regardless of the amount of work they have to do. He works for the organization, for its success and not for his own, being wise enough to know that man stands or falls by the work of those under his direction, and the results are achieved."

Major Duckwall's description of the successful type of leader does not cover in much detail the qualities which we consider necessary in supervisory officers of this Service. The efficiency of a senior patrol inspector is measured by the efficiency of his unit. The unit's efficiency is determined to a considerable extent, of course, by the abilities of the individuals comprising it, but to a major extent by the kind of leadership it has. What then are some of the specific qualities which a senior must exhibit in the direction and handling of his personnel in order to assure its effective functioning as a unit.

First of all he must be fair; he must be the type of man who insists upon seeing that justice prevails in his dealings with his subordinates and in their dealings with one another. He must give all subordinates equal opportunity to produce results, granting their abilities to do a given job are anywhere near equal, and should give them impartially his coaching and assistance to the end that their tasks will be well done. He should give credit where credit is due and unselfishly bring to the attention of his superiors praiseworthy work on the part of his subordinates. He has certain rules of conduct and performance to enforce; these he should enforce firmly and impartially but with as much consideration for the personal welfare of the men comprising his unit as the demands and exigencies of the Service will permit. He should endeavor to anticipate grievances among his men and stop them at the source, either by removing the cause if it be a justifiable one and if it is within his power and right to do so, or by placing the matter before his superior officer in order that appropriate steps may be taken to eliminate whatever there is which threatens to wreck the morale and efficiency of the unit. He should not hesitate to assign his subordinates to the most arduous or hazardous duties which the successful carrying out of the border patrol mission imposes - if the job is there it will have to be done; but under no circumstances should he jeopardize his subordinate's loyalty to the Service or the respect in which they should hold him personally by assigning them to duties which he himself would not cheerfully undertake. In fact, wherever feasible he should personally take charge of details involving unusual difficulties or dangers, and here you will perceive the necessity of physical courage. He must accept the responsibility for his own mistakes and neither place nor permit the blame to fall on a subordinate who may have erred equally but who was not responsible for directing the course of action taken.

The man who is not by nature just; who will not put himself out to take cognizance of his subordinate's problems and who is not as loyal to them in an official way as they are expected to be to the Service, cannot succeed as a leader. After all, the extent of his success or failure in this respect is a matter largely involving his personal ethics. Whether a man who is inherently unfair and unjust or in whom such qualities have developed as the reaction to his life-long environment, can develop qualities of fairness is a question. It has been held that evolution involves ethics as well as physical characteristics and we can only hope that is so. At any rate it should be apparent that fairness, like honesty, is the best policy for a supervisory officer in this Service to follow.

An eminent American once voiced the opinion that no great thing has ever been accomplished without enthusiasm. We know that this is particularly true with regard to border patrol work, in fact, we dare say that the enthusiasm of the rank and file of the border patrol for their work over a period of nearly fifteen years has contributed more largely than any other factor to what we consider to have been the fine accomplishments of this organization. No force of men ever won an important victory without having been possessed of a higher morale than its adversary. The senior patrol inspector who is unenthusiastic about his work, whose own morale is low, and who lacks the proper esprit de corps cannot be expected to inspire his unit and to fire its members with the enthusiasm which is essential to the accomplishment of desired results. In fact, that kind of senior, instead of giving his men the inspiration they should receive from their leader would probably only dampen their enthusiasm and thus affect results adversely. The supervisor should not only be possessed of enthusiasm for his work but should have the knack of instilling it into his men.

No man in any organization has a corner on all of the ideas relative to the promotion of efficiency, improvements in methods of operation and the betterment of results, that are worth while. Yet it would at times appear that some supervisory officer's concept of the proper way to assert his leadership and to show how independent and self-contained he is as the boss is to never permit a subordinate to express an idea, but to build around himself a shell, as it were, to discourage suggestions or the voicing of opinions, and to proceed solely in accordance with the ideas which he himself conceives. By so doing he stifles initiative, creates distrust in his subordinates of his ability as a leader and, furthermore, robs the Service of the benefit of a good idea. A leader who has a desire to accomplish the best results, with confidence in his own ability to judge the merits of the ideas and suggestions of others, will not only give courteous attention to the ideas of his subordinates, but will endeavor to stimulate them

into developing plans which might rebound to the advantage of the entire organization. He will not hesitate to discuss the pros and cons of any plan suggested, knowing that if the plan is unworthy or impracticable he, from his knowledge and experience, will be able to demonstrate it. He should be big enough to be willing to explain, in a considerate manner, why he looks upon the suggestion with disfavor, if he does so regard it. If he deems the suggestion a good one he will not hesitate, because of fear that his prestige will suffer, to put it into effect; nor will he fail to give credit for the idea where the credit belongs. From the fact that a supervisor frequently consults his subordinates regarding work to be done it does not follow that he is surrendering the reins of leadership to them; and, of course, he should not. It is still up to him to make the decisions and direct the course of action to be followed. There is practically as much reason for a supervisor to cooperate with his subordinates as there is for them to cooperate with him. The difference between the type of leader who solicits the ideas of his subordinates, and the type who under no circumstances will listen to one, is that one is fit to supervise and direct the efforts of others, whereas it is the misfortune of an organization that the other type was ever placed in a supervisory capacity. Therefore, begin while you are patrol inspectors to cooperate with your brother officers for the good of the Service; to keep your minds open regarding their ideas, not, however, permitting yourselves to be lead around by the hand mentally, but endeavoring with your increasing experience and knowledge of the work to determine for yourselves which plans or ideas have merit, in order that you may develop the habit of working to discover that which will benefit both yourselves and the Service.

A wise leader never unnecessarily injures a man's pride by the use of sarcasm or public reprimand. A needed reprimand is administered out of the sight and hearing of others, unless it is for an open act of disrespect or insubordination that calls for an immediate and public rebuke for the sake of discipline.

Generally a subordinate realizes his mistakes after they have been made, and feels badly about them. When he is in that frame of mind, harsh criticism has the effect of making him resentful. When it is apparent that a subordinate realizes a mistake, a calm discussion of the affair to insure better planning for the future should suffice, without pointed criticism or reprimand.

A leader should enforce discipline in an absolutely impersonal manner. Under no circumstances can he afford to make a display of personal ill will, and above all, he must not "play favorites" for personal reasons.

Finally, it may be that personality is an important factor in leadership, but responsibility for the proper development of his personality rests with each individual.