



Arthur G. Dukakis Oral Interview December 2, 2003

David Pemberton: My name is Dave Pemberton, I'm a member of the History Staff at the Census Bureau. Today is December 2, 2003, and we're interviewing Regional Director Arthur Dukakis on the occasion of his impending retirement. With me is Jason Gauthier, also from the

History Staff, and Mr. Dukakis. I'd like to begin by welcoming you, and thanking you for coming down here to talk with us.

Arthur Dukakis: Thank you, I'm delighted to be here and I hope what I have to say is worthwhile and will remain in the history books with the Census Bureau in the years to come.

Pemberton: It will. Plus it will be on the intranet so other folks in the Bureau can take a look at it. This will be the first time we've interviewed a regional director, and since the regional directors are the, if you will, the folks who actually get the work done, they're the ones who are responsible for both censuses and surveys actually being taken, as opposed to the enormous amount of time, energy, staff, to conduct the research that's done here. You folks are the ones that are collecting all the information that is used and so we're very interested in what you folks do.

Dukakis: I think you're right, and that's where it all begins. It's that field interviewer, field representative as we now call them, we called them interviewers in the past, and we called them enumerators, I think they were enumerators first, then they were interviewers, and most recently field representatives. We've upped their titles and as I tell my field interviewers, field representatives, that this is where it all begins, if we didn't have you out here doing the day-to-day activities of collecting the data, I probably wouldn't have a job in Boston. We knew we'd need all these people in Washington, so this is where it all begins and the quality of the data depends on the kind, the type of work that you do out there, and we have a wonderful reputation at the Census Bureau for quality data, and the fact that we get response rates in the 90 percent category is all attributed to field staff that we have and confidentiality certainly presents a very important part of what we do. So we have a wonderful field staff.

Pemberton: And the training and the supervision.

Dukakis: All that goes hand-in-hand. It's a wonderful organization as I said, I've been with the Census Bureau some 43 years, 50 years in the federal service all together. But I wouldn't have been with the Census Bureau 43 years if I didn't believe in the census and I

believe in it and that's why I've spent my lifetime I guess in the Census Bureau.

Pemberton: Well so far.

Dukakis: So far, but who knows.

Pemberton: Why don't we start at the beginning. And that would be you give us a little background about where, when you were born, a little bit about your family.

Dukakis: I was born in Boston on July 19, 1930, and that makes me 73 years of age. Some people say I don't look my age but if I look at my cousin Michael, the presidential candidate, he's 70 years old, and people have said to me, "Is that your son?" [Laughter] So, I'm flattered, but the fact that they consider him much younger than 70, we just celebrated his 70th birthday, there were 1,500 people at his birthday party two weeks ago in Boston.

Pemberton: That's a heck of a party.

Dukakis: It was a quite a party they had for him. But you know, the politicians were there, there was a census guy there, you know

who that was. But anyway, born in Boston, but raised in Lowell, Massachusetts—a milltown. That's where the Dukakis' emigrated from Greece. My parents emigrated from the Island of Lesvos, in Greece. It's an island that abuts Turkey. Turkey is probably an hour's boat ride from the island from where both my parents immigrated from. My father [George] came to this country first, he was the oldest of the brothers, actually he was the second oldest. There was an oldest brother who came over in 1912 with my grandfather and unfortunately they both passed away during the flu epidemic that was hitting the United States back in the early 1900s. Without proper medication, hundreds of thousands of men died from this crisis. They both died, so my father was the oldest who came over in 1918, and came here from not directly from Greece. He spent a year in St. Petersburg, Russia, as he and the cousin went over to seek work in St. Petersburg. I remember him telling me about what a beautiful city St. Petersburg is. After about a year or so, they decided that they would immigrate, come to the United States. So they came to Lowell and my father got in working in the Russia business and went back in 1928 and married his hometown sweetheart, I guess, in 1928. His brother [Constantine] came next. Olympia, my cousin Olympia, the actress' father [Constantine] came over next, who was the youngest of the boys. They settled in Lowell with my grandmother,

their mother, who had come over at some point then. The only brother that remained was Michael's father [Panos], who didn't want to come over. He said, "I'm not coming to the United States to work in mills and restaurants, I want an education." He said, "If I come over, I want to get an education." So my father said, "Well, Panos," his name was Panos, Peter, I guess, "you come over and I will work and you can go to college." So he came over, and sure enough, graduated from Bates College, where he met his wife. And then went on to Harvard Medical School, and he was the first Greek immigrant to graduate from Harvard Medical School. And practiced medicine for fifty years, he was a family doctor, had an office across from the Museum of Fine Arts in Boston, at 454 Huntington Avenue. So that's a little bit of the family situation. The younger brother also graduated from Bates College, and that's Olympia's father, who went on to become a lawyer. And then Michael's brother Stelian graduated from Bates College so it's a great relationship with Bates College. And they've now endowed a chair at Bates College in memory of Michael's parents, Panos and Euterpe Dukakis, who just passed away about six months ago in [April 2] 2003.

Pemberton: I'm sorry. Was there a family connection in Lowell [MA] prior to, or in other words, they went to Lowell, were there already relatives

there?

Dukakis: No, no, no. There wasn't. They came to Lowell because of the opportunities. I guess it was work, the mills, textile mills were in Lowell, but I think Panos worked in the mills, although my father decided to stay with the restaurants and I guess started as a dishwasher probably, and he became a chef, and later on had his own place, but not in Lowell, in Lawrence, which is in the Merrimack Valley, which is about 15 miles outside of Lowell. So that was that connection, but no, Lowell seemed to attract, there about 10,000 Greeks in Lowell, the city is now changing, there are about 25,000 Cambodians, Laotians, and Vietnamese now in Lowell. It has a very large Vietnamese and Cambodian population and southeast Asians that are now coming into Lowell.

Pemberton: So it's been welcoming immigrants for some time.

Dukakis: Right, it's changing. It was the Greeks, the Italians, the Polish, and the Irish back in the 30's, and now it's changing, it's southeast Asians that are now taking over. Not only Lowell, they're all over Massachusetts. You go to Springfield, Amherst, and places like that.

Pemberton: Perhaps you could tell us a little about going to school.

Dukakis: I graduated from Lowell High School. Public school and grade school. Then went onto Clark University, which was a small college...is a small college. Well, it was smaller then than it is now. It's much larger, I guess, we had one dormitory, the Estabrook Hall, was the only dormitory we had there. The dining room was in the basement of Estabrook Hall.

Jason Gauthier: I think it's still there, too.

Dukakis: It is there. It's not the dining room now. There wasn't room for everyone to stay at Estabrook Hall so you had to stay there your freshman year I guess then after that you had to seek housing inside the university and I lived right across the street from the alumni office. That was owned by a school teacher who rented a couple rooms upstairs to students and I was on the third floor of that house.

I graduated from Clark University in 1952, and that was during the time of the Korean War, and I decided that I wanted to do my military service and I enlisted in the army. I graduated in May/June of 1952, then in July, I entered the army. I probably would have been drafted if I hadn't. I had a commission going in, which meant

I had to serve 4 years. I declined the commission and went in as an enlisted man and did my service as an enlisted man.

Pemberton: What did you major in in college?

Dukakis: I mentioned Economics. We had a very good professor, [James A.] Maxwell. He was a professor of the, economics professor, I think they've named some rooms or buildings after him. He was there for many years. Clark has a reputation as a geography school and psychology, Sigmund Freud taught at Clark and [Samuel] Van Valkenburg was the geography professor who headed the geography department. There is a very good graduate school of geography there.

Gauthier: So before your time it was Robert Goddard.

Dukakis: That's right. Goddard, sure. Goddard Building. So it has a great reputation. It's a small school. It's growing now and taken over a great part of Worcester [MA]. I did some graduate studies at George Washington [University] here [in Washington, DC]. I did not finish because of my field work here [at the Census Bureau]. I started and then every time I had class I had to be here and there, so I finally decided I couldn't do both. I couldn't work at the

Census Bureau and take classes.

Pemberton: Couldn't take classes toward a degree.

Dukakis: But I took some classes, but never went beyond a bachelor's degree. When I got discharged from the army, there were foreign service state department people at the discharge office that were recruiting for foreign service officers. I said that might interest me. So I took the foreign service exam and I passed it. In December 1954, thereabouts, I was offered a commission in the foreign service at the State Department, which I accepted.

Pemberton: Did they keep you in the states or did they send you overseas.

Dukakis: I came to Washington first and did a little training at the Foreign Services Institute, which was the training arm of the State Department. A very small at that time, a very small training branch. And then they shipped me off to Greece. Up until that point, you could not go to a country of your origin. They would not because of security reasons. But for some reason that year they changed that rule and you go to one. So they thought that people with knowledge of the language would make them good foreign service officers. So anyway, I was shipped off to Athens for a

while and then onto Thessaloniki, Greece, which was the second largest city of Greece, where I spent two years as a junior foreign officer.

Pemberton: Were you dealing with passports or were you dealing with commercial issues?

Dukakis: We were dealing a lot with intelligence. It was after the occupation of Greece, during the occupation of Greece by the communists. There were a lot of people wanting to immigrate to the United States and we were processing these people, doing security clearances on them. I was traveling to the northern part of Greece, areas that were communist, the Hungarian area, and Bulgaria and those countries, there were a lot of escapees leaving countries, coming to Greece and through Greece to the United States. So a lot of my work was concentrated in that area.

Pemberton: That must have been a little bit of an exciting job.

Dukakis: It was very exciting. I think I made the lives better. I was looking at a letter that I received from the council general after I left Greece thanking me for my services there and said how I affected the lives of so many Greek immigrants that came to the United States. We

were able to process these people without any real problems. We did it all on a upscale sort of way and there were no problems involved over it.

Pemberton: Did you use documentation? Did you use interviews?

Dukakis: We used a lot of government facilities, government records, village records, for these people to check their background on what they were doing.

Pemberton: So early experience in administrative records come in handy later.

Dukakis: Yes, well. There was something to do with statistics. I took a statistics course at Clark, and I guess it was offered and I took it. I remember the professor, Professor Melcher.¹ I got an A on the course, and he said, "You know you'd make a great statistician." And I said, "Well, thank you, but I don't think I'll be a statistician." Well, my job title here is Survey Statistician. [Laughter] So you know, there you are. But following my tour in Greece, a wire came from Washington asking that they detail me as the State Department representative to the Thessaloniki International Trade Fair, which was held every year in various countries [which]

participated in this trade fair and one of them was in the United States. The pavilion that the United States set up was done by [U.S. Department of] Commerce. Commerce was part of the International Trade Program, and [they] asked me to be the State Department representative to this fair, because the Russians were coming in to display their goods for the first time. Up until that time, the Russians were not part of the Thessaloniki International Trade Fair. The State Department wanted to make sure that we did, it was done, the best. They wanted a representative there to make sure that Commerce did their job and did it well. So I spent another three or four months there as a State Department representative.

Pemberton: Was this 1955, 1956?

Dukakis: This was in 1956, late 1956. I stayed on, there were a couple other foreign service officers that were transferred and came back to the states, and others went, some went onto Lebanon, some went on to Tokyo if I remember correctly. I stayed on there as a State Department representative and we certainly outdid the Russians, and I made sure that that happened. The Russians brought in, I remember their opening reception, and brought in all

¹ We were not able to verify the name of this professor with Clark University.

this caviar from Russia and they had all this stuff that they were handing out to people. But we even did it better, so we had a fashion show, we brought these models in and we fashioned American clothes and what have you, we outdid them. And so anyway, so that finished, and I came back to Washington and I was assigned to the Public Affairs staff with John Foster Dulles, who was the then Secretary of State, and if you remember his brother Allen was the director of the Central Intelligence Agency (CIA). And I spent about six months in the Public Affairs Office with John Foster Dulles, and then they moved me on to the Foreign Services Institute. The Foreign Services Institute was expanding and their offices, by the way, were on Arlington Boulevard in the building called Arlington Towers, it was an apartment building in Arlington; still exists and we utilized the basement of that as the Foreign Services Institute, very small, and I became assistant to the Dean of the School of Foreign Affairs of the Foreign Services Institute, who was formerly the Dean at George Washington University, who came to work for the government, Myron [L.] Koenig. I remember him very much and I spent probably a year and a half, two years at the Foreign Services Institute with Dr. Koenig. And it came time for another overseas assignment. You did an assignment overseas, you did an assignment in the states, then you had to go out again.

Pemberton: So about a two year rotation.

Dukakis: Yes, about a two or three year rotation, it's different now. And I knew some Spanish, so they were going to send me to Ecuador. Well I thought about Quito, Ecuador, and I said, "I don't want to go to Quito, Ecuador. I'd rather go to somewhere in the Mediterranean countries." And why they sent me there; I guess that's what they wanted to do. So Myron Koenig said to me, "Well, Art, if you don't accept that, you know, you're probably going to lose your job." You've got to go out or you go to another agency. And he says, "I know someone at the Census Bureau, Donnie [Naomi D.] Rothwell (Housing Division, Coordination and Research Branch Statistician)." Donnie Rothwell was a long-term employee here on the executive staff. I came over to see Donnie, and I said, "Donnie, Myron Koenig just sent me over and is there anything here for me?" And she said, "Well, you know with your international experience, you might want to talk to our international branch." There was an international branch here that dealt with foreign countries and I was interviewed by them, and they said "Great, you'd be wonderful, but you need a little experience so you'd get to know the census, so why don't' you spend a couple years in another division and then we'll take a look at your later."

Dukakis: Field Division, I guess. Donnie arranged that I meet with the Chief of the Field Division and I came down. This was about the time of the 1960 census, it was early 1960. And sure enough they accepted me and I transferred over to Field Division. My first experience was to go to Pittsburgh, PA, to get some training. I was here a couple of weeks and Jeff [Jefferson D.] McPike was the Chief of Field. Jeff says "You're going to go to Pittsburgh for a week with John [C.] Beresford (Staff Assistant for Population, Demographic Operations Division). John Beresford was another employee here, well known, who left after the 1960 census, started his own company, and made a lot of money, and I think he's now deceased. Jeff said "But you know how we travel in Field Division, you work until 5 o'clock and then you take the 7 o'clock train and you go to Pittsburgh overnight, you sleep on the train. And you do your training for the week and then take the train back. Well, I took the train, but it was the last time I took the train. We got in at 3 or 4 in the morning, we stayed in the car box until 7, they wouldn't let us out until about 7. And I got to this hotel in Pittsburgh and did the training. So after a week I was an expert.

Pemberton: Sort of around late 1959?

Dukakis: That was early 1960.

Pemberton: Early 1960.

Dukakis: And I get back here and Jeff said, "How did it go?" I said, "Everything went well, but the train ride. The train ride isn't the way to go." "So that's why I don't go," he said. "Now your next assignment is that you're going to Galveston, TX, to train district managers for the Texas region." I said, "Well, fine, but I hope I'm not taking the train to Galveston, TX." He said, "No, you can fly there." So I flew to Houston, I believe it was, and then picked up a car and drove to Galveston, which was like a straight road from Houston to Galveston and a couple hours I guess. Galveston is on the ocean. And I trained district managers for the Dallas Region.

Pemberton: For the 1960 Census.

Dukakis: 1960 Census.

Pemberton: Which means that the training you had in Pittsburgh was...

Dukakis: Prepared me for this training that I was to give in Galveston, TX. I

arrived at my hotel at 5 o'clock, I guess it was, and then the phone rang. I said, "Who the heck's calling me, I don't know anyone down here." And it was a young lady who said, "I am the assistant to the director of the Dallas office, and I'm going to observe your training which starts tomorrow, and can we meet and go over some things." So she came down to the lobby and I was down at the lobby. I guess we had dinner together and we talked about my training next week. It turned out that she was sort of special assistant to the director of the Dallas office, so I think she was a senior field representative at that time and had been promoted to assistant to represent the Regional Director.

Pemberton: Do you remember who the Regional Director was?

Dukakis: Yes, Percy [R.] Millard was the Regional Director. So someone I got to know later and we became very good friends. After I became Director [in Boston], he was still the Director [in Dallas]. I think Pert's still alive, and he's got to be way in his 80's by now. So I did the training, I guess I did well. She was there, I guess for the entire week observing me. And then came back from that training to Washington, and Jeff McPike says, "Well, we're going to send you to Philadelphia , PA. I mean you are staying there." I'm still attached to Washington but I reported to John [G.] Gibson

and John [J.] Rodden. John Gibson was the director of the Philadelphia office and John Rodden was the assistant director (Program Supervisor). And they had a reputation of toughness, nobody ever wanted to go to Philly regional directorate. They were tough and I found that out later when I first got there, but anyway, I was sort of a regional tech type representing them to their various district offices. They probably had 20 district offices, somewhere around that number. And my first assignment was to go to Atlantic City, NJ because there was some kind of problem on T-night, T-night being transient night.² So I went to Atlantic City and supervised their transient night. I did some things for them there to make sure the transient population was well accounted for.

And following that I received a call from John Gibson, he said, "You have to go to Newark, NJ, we've got some problems in Newark, but I don't know what they are." So I went to Newark, and introduced myself to the district manager, very well good looking man, probably in his early 60s, wasn't very happy that I was there.

² A special enumeration in which Census Bureau staff enumerate people at transient locations, such as hotels, motels, and other establishments having accommodations for at least 50 transient guests. Enumerators conduct a personal interview using questionnaires called "Report for Guest of Hotels, Motels, Etc." (60PH-11) If the person has a fixed address, then the Census Bureau forwards the information to that district. T-night was March 31, 1960.

He was wanting to know why I was sent there. I said, "Well, I'm representing the office in Philadelphia and I'm representing the Regional Director and we're making our tour." So I said, "How are things going, what are you doing?" He said, "Well, I'm calling, I've got about 500 interviewers to call and offer them jobs." "You're calling them? 500?" "Oh yes," he says, "I want to make sure the Republican party gets credit for this." And he said, "I and Senator so-and-so are offering you a position." Those days the jobs were political, the political party in power got the first crack at the jobs. And if there weren't enough [people] to go around then anybody else could apply. And he was calling everyone saying, I forget his name, he said "I am the manager of the Newark office and I am Senator," whoever the senator was, I can't remember, "I would like to offer you a position as a census interviewer."³ And I said "You got 500 of these to do?" And he said "Yes and we've only got about a week." I said "Time is running out, it doesn't look like you'll be able to do this." "I'm the retired president of New Jersey Tel[ephone] and Tel[egraph], I've got a lot of experience." He was the retired president of New Jersey Tel and Tel at that time. So he thought he could do it. So I got on the phone to Jeff McPike here in Washington. I said "Jeff, you got a problem in Newark. This

³ In 1960, the Senators from New Jersey were Clifford P. Case (R) and Harrison A. Williams (D)

guy is on the phone trying to call 500 people offering them jobs and we're only a week before Census Day and it's not gonna happen."⁴ So to make a long story short, they brought some people in from, I uncovered the problem, they shipped a bunch of people in from Minneapolis and St. Paul, MN, where we had a regional office in St. Paul, or was it Minneapolis, St. Paul? And brought in some experienced senior field people, and took over the office and we promoted the district manager there I was told by Jeff McPike. I called to asked him, "You going to move him into the job of head of PR (public relations) for that office?" He was going to be the PR director and we put him in a little office over here in the corner and he was to handle the PR. And we brought these other people in, then eventually they got a district manager to take over the office for the duration of the census. So I broke loose whatever the problem was there, and the problem was he was no way going to be ready to get started on time.

Pemberton: Interesting. When you said the patronage worked for hiring interviewers...

Dukakis: Interviewers and others, district managers and the whole thing.

⁴ Census Day was April 1, 1960.

Pemberton: Yes. It sounded to me like it was the party of the incumbent senator, not necessarily the President, but the Senator.

Dukakis: In this case the senator was the same party of the President. If we were to do a census today, it would be the Republican Party. If we were to have done it during the Clinton Administration, it would have been democratic era.

Pemberton: Then you were then right at the, I was going to say the...

Dukakis: Was that [Dwight D.] Eisenhower?

Pemberton: That was Eisenhower.

Dukakis: That was Eisenhower, then. So this guy in Newark was a staunch Republican who...

Pemberton: Was working with the Senator.

Dukakis: I don't know who the Senator was at that time. Well anyway, so that was over and so I left that office. I broke loose and Jeff said, "I don't think you need to go back there again, you're the bad guy now, you don't have to... We'll send somebody else there to do the inspection or we got some experienced people there so we don't

need anyone to....” I kind of remember the guy that took over. The guy that ran our office for the duration of that census was a guy from Minneapolis, they kept him there and ran it.

Then the rest of it was doing my job in the “Philly” region and going to various district offices. The last two things that I did was, we combined the Maryland [offices], there were three offices in Baltimore. And I told them, “We don’t need three offices spending all this money. Let’s consolidate them into one.” At the tail end we had another month or two to go. And I said “We close the two and put everything into one office.” And I consolidated the three offices into one in Baltimore and closed that office.

And Jeff McPike calls me again, even though I was sort of working out of Philly, I was his guy, he hired me, I’m his guy. He says “We got a problem in Washington. I don’t know what’s going down in the Washington office.” And I said “Fine.” So that was great for me because I was commuting to Baltimore from Washington. I was still residing in the Washington area. I was residing in Virginia, on Old Street in Virginia which is in Arlington, right by the Iwo Jima Memorial. I don’t know if that was built then but it was beginning, I

guess it was.⁵ So he said “Get down to Washington,” I don’t recall where it was, downtown Washington somewhere. “and see what’s happening”. So I walked into my office and there was a room full of clerks, 200 of them in there and there was the district manger who happened to be Greek, who owned a restaurant in Arlington on Wilson Boulevard and here’s one Greek to another I shook hands, invited me to his restaurant, I was his best buddy, I had never met him before. I said “What’s going on here?” He says “Well, I got all these people who are waiting for some work to come in.” I said “It’s all over. There isn’t any more work, the census is over, we’ve finished.” “Well what are we going to do with these people?” I said “Let them go.” “I can’t do that!” So, I got to be the bad guy. I went in there and said “Census is over. You are to take all of your belongings and you’re to leave.” Oh my God, I heard screams, I heard this, I heard that and I said to the manager I better get out of here, but to make sure that they’re gone, because there isn’t any more work. So we closed that office that day or the next day or what ever it was, it was in that week that office closed. I called Jeff, I said “Jeff it’s all over in Washington. I dismissed the couple hundred clerks that were sitting there getting paid and waiting for work and there wasn’t any more work.” All this stuff was in, it was just a matter of packaging it and sending it to

⁵ The Iwo Jima Memorial was unveiled in 1954

probably Jeffersonville [IN] in those days.⁶ And he said “Great, you did the right thing.” So that kind of ended the census.

Pemberton: Sounds like your job was a traveling troubleshooter.

Dukakis: Troublesooter I guess. And you know we all have these now. As I go into the 1970 census, the 1980, 1990, I had troubleshooters in my region, going out and doing things for me.

Pemberton: Sounds like extremely good experience.

Dukakis: It was great. So I get back here and, “Jeff, what are we going to do now? What am I going to do now?” He said, “You know, we ran out of money, we have no money now, Field Division, you know the census is over. It’s like every census. We’re going to detail you to Housing Division.” So I go up to Housing Division. Wayne [F.] Daugherty was the chief of Housing Division and Francis Kristof was the deputy. These were Housing guys and I was in the branch working for Matthew [J.] Rose, who was chief of that branch, and the assistant chief was Meyer Zitter. We all know Meyer Zitter, he still does a little work around here.

⁶ Jeffersonville, Indiana is the home of the National Processing Center, the U.S. Census Bureau’s primary center for mail processing, survey processing, data capture,

Pemberton: He does.

Dukakis: A very good guy. I could say Meyer was one of my mentors over the years at the Bureau, because I worked with Meyer, great guy.

Pemberton: One of my questions were going to be about mentors so Meyer, ok.

Dukakis: Meyer Zitter is probably one of the mentors. We were in Housing Division at that time editing the residential finance of the housing of the census...

Pemberton: The survey.

Dukakis: Yes, the 1960 census, and that work was to be done at Jeffersonville. And they asked me if I'd like to go to Jeffersonville for six months and handle, supervise that editing process, because all the questionnaires had gone to Jeffersonville from the district offices. So I went to Jeffersonville, sort of in the summer, late fall of 1960. I spent maybe six months in Jeffersonville supervising a bunch of clerks who were all college graduates that they had hired,

and imaging/scanning.

I hadn't hired them, they were already hired. I got there and supervised. There was no air conditioning. It was an old building. It didn't have the comforts of what we expect these days, and per diem was like \$15 a day, and you couldn't make out staying at a hotel, and you didn't have a car, you couldn't rent a car, they wouldn't allow a car. So you were stuck. So what do you here? So you get a little room, two blocks down from the Census Bureau and you live in somebody's home who's renting rooms to employees of the Census Bureau. I spent most of my six months there in this little room in somebody's home upstairs on the second floor paying them I don't know how much a week. And kind of living a pretty tough life out there without a car and there wasn't much. If you've been to Jeffersonville now it's all grown, it's a big city, and you could go into Louisville [KY], but I was out there in this little place and I'd work all day and I'd go back to my little room. I was single then.

So I did that, then came back to Washington. Again, Housing ran out of money. They detailed me to the Foreign Demographic Analysis Division and I did a monograph on East Germany. My doing a monograph on East Germany was probably the worst thing they could ever ask me to do, but it was a job. And I can remember sitting in my office, it was a very large office, I guess it

was a room with 3 or 4 of us I guess, and a call came that President [John F.] Kennedy was assassinated. It was 1963. I can just see myself in that room. I got everything and left. I immediately left and headed down Suitland Parkway where traffic was heavy because everybody was being dismissed. And I got to Arlington [VA]. It took me a long time to get to Arlington that day, because a lot of people got out.

So I finished the monograph. Before I had finished it, Paul [R.] Squires, who was then the assistant chief of Field Division called me. Paul Squires had come to the Bureau in 1960 as the congressional liaison. He was a political guy who he came to the Bureau in 1960 as the congressional liaison to the census, because as I said, when you hired they had to be the right [political] party. Jeff called me down, he said "Art, how would you like to go to Boston (MA)?" I got married in 1962 while I was here, and married a girl from Lowell, and so I brought her here and we had settled in Alexandria [VA], we lived in an apartment there. So Jeff said, "How would you like to go to Boston?" I said "Gee, I didn't even know there was an office in Boston." I was a young guy then, didn't know much about the layout of the Bureau. So I came home that night and said to my wife, "They want me to go to Boston." And she started to cry. She said, "I like it here!" She

was a hometown girl, my wife was the youngest of seven daughters and she was her mother's favorite, the young daughter who came late in life. She had a sister that was 23 years older than she was when she was born. I said, "Well, I don't know." So we talked about it. So Paul Squires said, "But there's one little glitch here, before you go to Boston, we're going to detail you to Puerto Rico to do the census of agriculture, to run an office there." Hmmm, that sounded interesting. So anyway, we decided we'd take the assignment. We decided we'd move to Boston.

Pemberton: So you'd been married about a year.

Dukakis: No, a little longer than that. I was married in September of 1962 and we left here about September of 1964, two years. And we packed our stuff. In those days, the government didn't pay for packing. We didn't have many things. We were newlyweds. But anyway, we packed our things and we shipped them to Waltham, Massachusetts. We rented an apartment in Waltham [MA]. And we dumped our stuff in this little apartment and off to Puerto Rico we went. And I opened an office there in Rio Grande, which is a little outside of San Juan. I had a car there, they allowed me to have a car, a rental car I guess. And that was about the time the Cubans were coming in. When the Cubans were leaving Cuba and

coming to the states and Puerto Rico. A lot of them were coming to Puerto Rico. So anyway, I opened up an office there and hired, I don't know, quite a few people, had an office staff and then we had a field staff and completed the census of agriculture. I was reporting, in addition to Field Division, I was reporting to the Chief of Agriculture Division, and I can't remember his name [Ray Hurley]. He was a farmer from Glendale [MD], he was chief here. He had land and had animals and whatever and he was the chief of agriculture. I really can't remember his name, there must be somebody that can remember his name.

Pemberton: I'll find out. But you were reporting, let's see, you would have been, on the census of agriculture, you're going to have...

Dukakis: I was still part of Field Division, but I was reporting to the chief of agriculture...

Pemberton: Of agriculture for this...

Dukakis: Yes, because he was the expert.

Pemberton: Right. So you had, but you had, essentially you would operate out of one office in Puerto Rico?

Dukakis: One office, yes.

Pemberton: Okay. And so basically you hired people to do some training and then office operations.

Dukakis: Training, interviewing, office operations. And they helped me. They also had, there was also a fellow from Puerto Rico working here, who was Puerto Rican, but was working for the chief of Agriculture Division who would come down and visit me every so often. And he would see how things were going too, I guess I being a new guy, and this Puerto Rican fellow had been with Agriculture Division for many years here, so he would come down too, and sort of inspect and whatever.

So then back to Boston, in the Regional Office. Jim [James W.] Turbitt, a mentor to some degree, was there, and Rex [L.] Pullin, were there. Jim was the regional director and Rex Pullin was number two. I don't think we had a deputy there, but he was the "number two" guy in the office. Probably the assistant...

Pemberton: Assistant regional director?

Dukakis: Just regional director. Then you had three other individuals; Rex

was number two, and there two other individuals there, a guy by the name of Joe [Joseph F.] Downey, who been there for many years, but they bypassed him. When Turbitt came to Boston, they bypassed Joe Downey and they gave it to Jim Turbitt.

The plan was, now Paul Squires always had a plan, when he moved somebody here he knew what the next move was, like a crossword puzzle. The plan was that I was to go there and spend six months and learn census activities, then move Pullin out, and put me into Pullin's job and bypass Downey again, for some reason. I didn't know this at that time, but I thought, "Wait a minute!" So, it might have been a year that I was there, and Pullin was there for a year. And then they moved Pullin and brought him back here to be chief of Field Division and ran the CPS (Current Population Survey) branch, they made him a branch chief here. He ran the CPS and some other surveys that they had. And I took over supposedly the "number two" slot.

Pemberton: Which would have been coordinator? Or something?

Dukakis: Yes, I don't think it was that. Then eventually they made it a deputy director at some point, they made it a deputy director job. But the year that I was there, when Pullin was there, I was working

programs. I had some programs that I was working on.

Pemberton: So those would be Current Population Survey or Fishing and Hunt...

Dukakis: That or Housing, many surveys I forget what it was I was working on.

Pemberton: Okay. The American Housing Survey.

Dukakis: I got some experience. So I guess they found out that I was good at it. So they decided that Pullin comes back here, I take over his job. So that happened. And Joe Downey subsequently retired. He got the message and retired. Then I ran the 1970 census in Boston.

Pemberton: So that was the job of the “number two” guy coming [in]?

Dukakis: I was the “number two” guy but running the census, Turbitt was in the office. But in those days, you know, Turbitt was the director, responsible, but I really ran the census in Boston.

Pemberton: In many ways that would be...

Dukakis: Like the ARCM, the Assistant Regional Census Management.

Pemberton: Right, exactly.

Dukakis: But we didn't have that title then. We didn't have titles in those days. So I ran the 1970 census...

Pemberton: Okay, but someone would run the surveys, because those were all being done concurrently.

Dukakis: Well, you did both things. You did both things. The office was in the same building, but there was another fellow in the office who sort of took the responsibility for the current programs. And Jim Turbitt also was there, who didn't get too involved with decennial. I ran it, that's the way it was set up those days.

After the census was over, so late in 1970, maybe the fall of 1970, one Saturday morning, my wife and I decided to come into Boston. And we just happen to pass the regional office, the building, and we drove right by there. And I see Jim Turbitt standing at the entrance of the regional office. It wasn't like Jim Turbitt to come to Boston from Rhode Island, because he lived in Rhode Island and commuted to Rhode Island every day which was an hour or so. He was just standing there and I said to myself, "What is Jim doing

in Boston on a Saturday morning at 10 o'clock?" I didn't stop, I figured I better mind my own business. So Monday morning, I said, "Jim, may I ask you a personal question? What were you doing in Boston on a Saturday morning at 10 o'clock?" And he laughed like hell. He says, "You know Art, I can't do anything without you knowing about it! Well, since you asked me, let me tell you. Paul Squires was here trying to recruit me to come to Washington." At that time Paul Squires was the Associate Director for Field [Division]. He had been promoted to Associate Director for Field, but they wanted Jim to become the Associate Director for Economic Programs, because his expertise when he was here, before he came to Boston, was economic programs. Jim had started in Washington in the 1950s and came to Washington late 1950s, mid-1950s, because his wife didn't like it here [in Washington, DC], so she wanted to come back home which was Rhode Island. So they brought him to Boston, back in the mid-1950s. And he commuted to Rhode Island. But they wanted him back here. And that was when the proposal was made that Saturday morning and they offered him whatever they offered him. In those days there wasn't any posting of jobs, you didn't post it and you applied, and everybody applies. In those days, "I want you" and you got it.

Pemberton: Okay.

Dukakis: That's the way it worked those days. It was none of this competitiveness as we know now. So he says "I'll be leaving shortly." That's interesting. "What about your wife," I said, "Jim?" She's gonna to stay in Rhode Island?" (inaudible) So he moved on to Washington and I became the regional director.

Pemberton: What year was that?

Dukakis: That was probably late 1970, early 1971.

Pemberton: Okay.

Dukakis: What do we have here?

Pemberton: Well, there's three different dates—1970, 1971, and 1972. That's why I thought I'd ask.

Dukakis: Yes, I think it was 1971. I can verify that by looking at my piece of paper that says, and I found that the other day, I was looking at the paper. So I was acting for awhile, that's why the confusion.

Pemberton: Okay.

Dukakis: I was acting until the paperwork got through and then...

Pemberton: Which is a very typical situation.

Dukakis: Yes, that's the way it was done in those days. So I became the regional director. So 1971, let's say, which made me 1971, 1981, 1991, 2001, 32 years I guess in that slot. A lifetime.

Pemberton: Indeed.

Dukakis: So Jim came down here and I took over.

Pemberton: And did he become the Associate Director of Economic Affairs?

Dukakis: Yes, he and Shirley Kalleck (Associate Director for Economic Programs) were very good friends. My assistant was a guy by the name of Leo [J.] Kearns (Assistant Director, Boston Field Office). And let me tell you another story. Shirley Kalleck was doing the 1974 economic census, 1974, 1975. And she was running into problems getting a lot of congressional inquiries on the economic census, they were piling up in here. Congressmen were writing

about this and that, the constituents were complaining and, “What’s this all about?” And she needed someone to coordinate the activities of the congressional letters that were coming in and she didn’t have anyone here that could do it. Jim [Turbitt] says,” I know a guy that’s gonna do it. Leo Kearns. We’ll detail him to Washington for a year.” Let Leo Kearns, my assistant go.

Pemberton: Yes.

Dukakis: So Shirley calls me. “Art, we’re going to take Leo away from you for ...” “What??!! You can’t do that!” “Jim said it was okay.” Who am I to say? I said, “But it will be for a year, Shirley. I’m gonna have you sign right on the....” She said, “I guarantee it’ll be a year.” So Leo left me for a year, came down here.

Pemberton: Had he worked for you before?

Dukakis: Yes.

Pemberton: And so when you got promoted did he get...

Dukakis: Shortly thereafter. I made him the assistant.

Pemberton: The “number two” guy?

Dukakis: The “number two” guy. Leo Kearns. So he came down here. So, he did his job, did it well. So we were getting ready for the 1980 census. This was 1975 , when was the economic, 1974 or 1976? 1976, maybe?

Gauthier: I think so, 1977.

Dukakis: 1977, yes. So this was around 1977, it was over. I was getting ready to gear up for, I wanted Leo to run my census. He was going to be my “number two.” So we were having a regional directors conference in New Orleans (LA), and Shirley Kalleck was at that meeting for some reason. So I said, “Shirley...” I bumped, and, I can just see her, we were on the second floor of this hotel in the French Quarter, we were staying. And I was leaving my room and she was in the next room or something, Shirley and I were walking down the corridor together. I said, “Shirley, it’s about time for Leo to come back to Boston, you know, we had a one year.” She said, “Oh no, no, Leo’s staying here, he’s not going anywhere!” “Uh oh,” I said, “we got some problems.” I said, “The deal was, remember, one year and it’s over, he did his job and he did it well.” “Yeah, but I need him for something else.” Ok. So, I went downstairs and

there was Jim Turbitt. “Jim, we got a problem. Shirley doesn’t want Leo to come back to Boston.” “Uh, uh,” he said, “I’ll take care of that.” Leo came back to Boston, and he assumed responsibility with me for the rest of the 1980 census.

So that’s a little history there. And maybe we can move on here.

Pemberton: Sure. Well, actually, I want to quickly go back, and you became what is now called Assistant Regional Director about 1965 or 1966? This was after you came back from Puerto Rico.

Dukakis: Right. Around I would say ‘67.

Pemberton: Okay. Just trying to get a couple of dates in here. Now we’re back in roughly 1977, 1978, and you’ve got Leo Kearns back and you’re gearing up for the 1980 census.

Dukakis: We opened up our district offices. We had probably 35. I didn’t have Puerto Rico then, probably had 35 district offices. The Boston region covered upstate New York and the New England states. We finished that in good shape, there weren’t any real problems. I think we did a good census if I remember correctly. Our costs were the lowest in the country.

Pemberton: On a per capita basis.

Dukakis: Yes.

Pemberton: What was the operating budget of a region at that point?

Dukakis: Well, you know, we never had budgets. Field Division had "X" dollars and if the 12 offices completed their work within that budget, it was fine. It may have cost one office more than the other because of whatever problems were typical of that area.

Pemberton: You mean personnel, weather.

Dukakis: Weather. Whatever. So, it's a little different now. Today we're beginning the budget process in Field Division. In fact recently, there's a lot going on in budgets and current programs and what have you. So you know in 1960, we had some real problems. We were on a budget. We ran out of money because we did the, we left the long form at every sixth household and asked them to mail it back. And response rate was 25 percent. People were not mailing the thing back. And we didn't budget enough to send people out, interviewers, field representatives, out to get, collect

that information. And we passed our deadline, because the budget, there was a problem with the administration budget, the Eisenhower Administration, the Republicans I guess. So they had to go in for a supplemental budget so we could complete that data, long form.

Pemberton: Actually, one of the things I wanted to ask you about was the two-stage data collection. Because there was a mail out and then...

Dukakis & Pemberton: [Simultaneous talking]

Dukakis: We collected the short form stuff...

Pemberton: And then dropped off the long form.

Dukakis: ...and you sent it back to us...

Pemberton: And then they didn't, and so you had to hire a larger staff and...

Dukakis: ...and had to go back and gather that.

Pemberton: That is one of the reasons why we don't do a two-stage data collection.

Dukakis: And they wouldn't for supplemental budget, what that was. So.

Pemberton: But in any case, 1970 was not that way, and neither was 1980.

Dukakis: No. You know, problems, typical problems, you know, the census takers, good people, I mean you got to hire good people. But these are all temporaries, so you're not, you don't hire, they're not under your control, because you got 35, or whatever the district offices, being supervised again by a temporary person who has no census experience other than what we've trained them to do. So you don't have that contact. So you're at the mercy of the district manager who hopefully is going to follow in your footsteps and hire the right people.

Pemberton: Frequently the district managers and some of the senior staff, the assistant regional district managers, at least in more recent censuses, have been, there have been waivers to the section of the federal law that deals with political hiring. And they did allow political hiring for some of these positions and then it gets opened up more broadly.

Dukakis: Well we gave, what we did in recent years is we opened it up to

the politicians, but their people compete with all the others. In other words, we don't give them preference, they can apply. The congressmen and senators can recommend some people, but they're all in the pool with all the others so they don't get any preference.

Pemberton: Okay. So it's on the testing and then the interview.

Dukakis: They're tested, they're interviewed, and we form a register and the register tells you, "You have the choice of the first three" and you pick any one of the first three. And then you got the veteran's preference in there and that's very important. So it's a lot different now, there's very little political influence, you know congressmen call me and say I'd like to recommend a constituent, and I say, "Fine Senator, we'll be happy to take his name and include him amongst all the others." We are different now then it was back in the 1960s. Political guys had the say in terms of..., and we got some people, too. It wasn't that the system didn't work, it worked well in some cases. You got some good quality people. But then you got a guy like the guy Newark who just thought he could do it all himself as the president of Newark AT&T. What I said to him was, "You could probably be the best president of AT&T, but census is not your cup of tea."

So, you know, we moved on. We did the 1980, we did the 1990, and we did the 2000. Like Bob [Robert M.] Coard, who's the Executive Director, Action for Boston Community Development (ABCD), told me the other day, "It'll never be the same without a Dukakis at the head of the census in Boston." He said, "Everybody knows you as the head of the Census. It's going to be a lot different now without a Dukakis in there." And I said to Bob Coard, "But you're not going to be around either much longer at ABCD, because you've been around as long as I have, so how much longer are you going to be at ABCD?"

So we went through for the four censuses in Boston, and you know, they were different each time. The computer age has changed things, not only census decennial, but even current program work is changing out in the region because of the computer age. It's a little better. I think the other thing is happening out there, our field staff, the makeup of our field staff has changed from predominately female—99 percent female when I first got to the Boston—to about 70 percent female and 30 percent male. We're getting a large male field staff, mostly retirees, who retired, and I guess got bored at home and wanted to do something and joined our staff, and I'm finding they're having

some difficulty with the computer. They're not as sharp on the computer as the female is for some reason.

Pemberton: Maybe generational.

Dukakis: Could be, could be. But those that we hired that are good, do a great job. I think our turnover in the male population of our field representatives is higher than in the female population right now, and a lot attributed to the computer. They can't handle that laptop when they're out there.

Gauthier: I was involved in the testing for those computers and I couldn't figure it out either, so I don't know if it's generational. [Laughter]

Dukakis: And when we hire them, we tell them too, you got to...and they say they can do it. We bring them into training and they get through their training somehow. But when they're out there on their own, they find it difficult. But it's working, I think the computer is working, and hopefully in 2010 the handheld laptop, not laptop, handheld computers going to be the way of life. They're testing that now and trying to come up with the right...[inaudible]

Pemberton: Geo[graphical] positioning, to get you to the right place.

Dukakis: [Inaudible]...it's another thing that uh...It's all technology. Like our automobile now, you have the "geo thing" there, it tells you, "take a left, take a right" and you'll get to Smith Street.

Pemberton: Now, one of the interesting things about the 1980 census is that they had some problems with maps. I'm remembering...

Dukakis: We always had problems with maps.

Pemberton: Okay.

Dukakis: We always had problems with maps. I mean, I go back to 1960 and maps were the worst thing. Maps were outdated, they were just...but we're getting there. I think that...

Pemberton: So you always have to work with, around, etc., with the map issue.

Dukakis: Always had that map issue. But now, with new technology, a map program, and the "geo stuff" that we're beginning to work on, I think we've made a lot of progress. I think our Geography [Division] is to be commended for the good work they've done. And I see a lot of progress in that area and I think we're there.

This company in Florida, that's doing some work. Harris Company, is a great organization. Doing a lot of good work for us.

Pemberton: So you've had good interactions with the Harris Company.

Dukakis: Oh yes. Myself, I think Harris, great company. Unfortunately I didn't, but all of our geographers went to Harris recently at a meeting they had at Harris and got to see the makings of the company. So, great work, and with Bob [Robert] LaMacchia now at the helm of Geography, I see some good things happening. He's got a lot of experience. He's been around for awhile. But we had some good people. Bob [Robert L.] Hagan then became the [Acting] Director of the Census Bureau; was chief of Geography Division back in those days.⁷

Pemberton: Yes.

Dukakis: And Jake [Jacob] Silver, another name (chief, Geography Division). And most recently Bob [Robert W.] Marx (chief, Geography Division). I may have missed one in between there. So we've got some good experience there and I think we're getting

⁷ Robert Hagan was the deputy director of the Census Bureau from 1972-1979 and acting director from March-May 1973

there.

Pemberton: One of the transitions from 1980 to 1990 was again, the TIGER system was fully in place in 1990.⁸ In 1980, you had the predecessor. You had automated mapping for urban areas and not for the rural. And of course anytime you have that, you have the green line problem of what's in and what's out. And we still have that problem.

Dukakis: We're getting there. I think 2010 is going to show that we've got to the point where we know what we're doing and where we've got some good stuff, good maps to assign to our people out in the field. 2010 is going to be a different census, if we want to talk a little bit about that.

Pemberton: Sure!

Dukakis: What I envision is that, contrary to some people, I think we're going to get a large response rate, on the worse side. I think on the computer-people are going to respond...

⁸ Topologically Integrated Geographic Encoding and Referencing System is the database that produced the first nationwide digital map of roads, boundaries, and other

Pemberton: Internet.

Dukakis: Internet. Now, I've gone as far to say about 50 percent of the thing... It'll be the short form. We've got the American Community Survey (ACS) now, which was going to generate the characteristic information on each year, and I think that's a great thing.⁹ And hopefully we'll get all the money that we're asking for that. Then we'll just do the short form, eight or nine questions, basic questions, and I think we're going to have a good response on the internet. Now I've said about 50 percent, maybe I'm a little high. But I can see 40 percent of that coming in on the net. And what I attribute this 40 percent, large figure, to the fact that, when we're out there advertising for positions, jobs, in the newspaper, we tell them write-in, phone-in, or do it on the internet. Eighty percent of them are doing it on the internet. Now, is this a different, are we dealing with a different population, the people applying for work? Eighty percent have computers? I don't know. But it seems like everybody out there is getting computers these days. Well, we're going to get a large response on that. Then I can see 20 percent sending it in, mailing it in, and then we'll go out and do 25 percent of the population. We'll knock on doors. Maybe that's not high

features.

⁹ The American Community Survey replaced the long form in 2005.

enough. Maybe it'll be 40 percent, I don't know. But a large percentage is going to be on the internet, we're going to have a smaller "knocking-on-doors" for that, so it's going to be a different census. We're not going to need as much space in these district offices. We're going to probably need the same number of district offices, because our population is, I just noticed out here on the clock, we were 295 or something, now jumped up to 295 million, from 275 million. I think it was 295 million. The population is growing, so we're going need more offices, because we're going to have a larger population. Who knows where we will be in 2010. We're going to be in the 300 million.

Pemberton: Yes.

Dukakis: But we'll need smaller offices. We won't have as much paper. We're going to have the...

Pemberton: Hand-held computers.

Dukakis: Hand-held thing. So, it will be a different census.

Pemberton: We will still always need those that go around knocking on the doors of those who do not send in either by mail or internet.

Dukakis: Oh yes, still going to be the typical knocking on that door.

Pemberton: Because we're still going to want to be at that 98-99 percent response, especially for the decennial; but even in the low to mid-90's for all the surveys.

Dukakis: You know, without that long form a lot of people say, people get the long form and just throw it away. They're not going to be bothered with it. And then we have to go out and...

Pemberton: Yes.

Dukakis: So it will be a less costly census, too, because we spend money to do ACS. But anyway, I think it'll be a different census.

Pemberton: Of course the regional directors will then have the responsibility for being sure that the ACS is collected. Now, with every year, instead of...

Dukakis: But that's different in the sense that we're going to have field representatives that we've recruited, regional offices have recruited, so we recruit them our way. They're not being recruited

in the district offices up in Buffalo, NY, for example. I've got a manager there that is by himself, so we're going to have a better quality by far doing the ACS. Permanent field people, and we train them our way and we observe them, you supervise them more closely than you do in decennial operations.

Pemberton: Data quality should be...

Dukakis: Data quality is going to be better in the ACS. And we're beginning that process now in Boston, we're hiring people now that we are going to put on some one-time programs and then hopefully move them into the ACS next year, so they will have some training on some one-time surveys, housing and a few other things that we're doing now, to give them the experience of these one-time programs, and then move them onto the ACS. And remember, ACS is going to be nation-wide, we're going to be doing ACS in counties now where we've never done surveys, so we've got to recruit up in these desolate counties up in Maine and New Hampshire, and in my case, upstate New York. So we're beginning that process now, and at least I am in the Boston office and I hope it continues with my successor. So, the quality is going to be better than it is for the decennial, obviously. Although the quality for the decennial is very good. But this might just be top-

notch.

Pemberton: [Inaudible] We have had in principle some computerization in 1990 and 2000 of the district offices. Obviously that computerization will continue in 2010. On the other hand there's always been the promise that computerization will reduce paper and one of the things that we've found is so far it hasn't. But by 2010 we're hoping it will.

Dukakis: Well, 2010 it should.

Pemberton: And it should because it simplifies the forms, we won't have the long form.

Dukakis: And we don't have to have storage facilities for all these forms, and mailing and in and out and all that. 2010 is going to really be computerized. I mean that's going to be the first real computerization of our, of a project as large as the decennial. The largest undertaking that the federal government does is the census...other than a war.

Pemberton: Military activities.

Dukakis: Military activities...census is the largest undertaking...

Pemberton: Do you feel that the—again from your knowledge and experience—that the addition of geo-positioning to the MAF (master address file)/TIGER should significantly improve the capacity of the field representatives to actually locate their addresses and collect the information.

Dukakis: I think so, I think so. But we've got to train them well. I mean, it's not an easy, you know we're out there now training. And it's not easy. But it'll work, it'll work. I went out recently to observe one of our field people, I wanted to see how it was going. And it's, you know, it's tricky, but it's there. It's doable and it'll get done. It'll really get done and it'll improve the census 100 percent. The timing will be a lot quicker. And we have to go that route because that's the way of life now. I wish I was 5 years old or teaching... When my wife was a schoolteacher and teaching first graders and second graders and all that computers and they could run circles around her. So when you get into the computer at the bottom, it's like a typewriter. I took a typewriting course when I was a young kid and it's the best thing I ever did in my life. So I carried that through my whole life and now with a computer I'm still, I know a little bit. So you got to learn when you're young. If you told me to

learn how to type today I mean I couldn't do it, but I learned way back when I was a kid so I can position my fingers on the... So now, it's the same with a computer. Kids are learning in first grade or whatever.

Pemberton: Are you pleased with the quality of the recruiting that you get in your region and with the quality of training? I suspect that the training programs are developed at headquarters, but in conjunction, discussion with the folks in the regions, at least a lot of the training is coordinated out of Washington [DC], but it's given in the regions. Do you find both of the programs, at least by and large, have been successful?

Dukakis: Training is fine. We do have a training branch here that writes all the manuals. We deliver the...but there's also a lot of, recently, a lot of back and forth with the field. They come to us and ask us questions or why don't we review this. So there's a training guide for housing and so I give it to my Housing supervisor and coordinate and say why don't you look at this. And they'll make some corrections and send it back. So there is this interplay between Field and Field/Washington, Field/Field, much more now than there ever has been.

Pemberton: That's what I was going to ask you. So you feel that this is a change?

Dukakis: Yes, there is a change. And also in decennial, for example, right now we're reviewing a lot of manuals and stuff for the decennial operations, for the 2010 census. There was a 2010 staff now that we never had before working 2010 census. The decennial staff of census never got geared up until mid-decade.

Pemberton: Right.

Dukakis: Now we've got a decennial staff that's been functioning since the end of 2000. So they're putting out memos and instructions and manuals and they send them to us for review and comments. So there's more of that going...much more interplay. And not only decennial, but even current programs stuff. Lots of training. I have some people that come down here to assist and help and give instructions on manuals and how to do things. So there is more interplay because there's a lot of experience out in the field. In some cases, more than what we have here at Field/Field headquarters.

Pemberton: Absolutely.

Dukakis: And that's good in a way. Budget stuff, I had a couple people on my staff working on this new budget program that we're instituting in the field. One of my staff people were working with Vicki [A.] McIntire [Assistant Regional Director] here and putting together the budget stuff that...

Pemberton: Is this part of the CAMS (Commerce Administrative Management System) program or is this a different component for field [division]?¹⁰

Dukakis: This is a different program. CAMS may have something to do with it, I'm not too familiar with...

Pemberton: It's the overall budget.

Dukakis: Now this might be the thing, part of that. And each program will get its budget and we work within that budget.

Pemberton: Yes. Break it out. You can't, or they're making it more difficult to switch funds from one object to another, because they want to be able to track the money Census has had...

Dukakis: See what's happened in the past, we had \$1 million to do a Housing survey and as long as it was done with \$1 million, I could have spent 20 percent, and somebody 5 percent, it didn't make a difference as long you did it within the \$1 million that you got for the survey. Now we're all going to be assigned a...

Pemberton: Yes, they won't let you shift monies as easily within that budget. Prior you were able to do that with less difficulty.

Dukakis: Scrutiny.

Pemberton: Scrutiny. I suspect that at least during the census you'll always, well, there seems to be a lot of experience you're going to overrun on one aspect of the census and that means that you're going to have come in under budget on some other aspects, so that you balance out.

Dukakis: One thing I can talk about the 2000 census, one reason that we succeeded as well as we did, a couple reasons is, the sampling issue, was prevalent early back in 1998.

¹⁰ For more info on CAMS visit <http://www.census.gov/history/pdf/cams.pdf>

Pemberton: Yes.

Dukakis: Sampling. So the American people knew about census, the census was coming, because of the sampling issue that was political.

Pemberton: It's the sampling for nonresponse, I think.

Dukakis: And so, when we sent the questionnaires out, people knew that the census was coming. So we surfaced early in the decade in 1998 and 1999; whereas in previous censuses, we surfaced a month before the census when we did the homeless count.

Pemberton: Yes.

Dukakis: We did the homeless count early. And we released some numbers a month or so before Census Day.¹¹ But one, we did that in February/March, so people knew the census was coming. But this time it was a year or two because of the sampling issue. So the fact that we politicized it, we got the money we needed, and more than we needed, so if I had a problem in Connecticut, we always have problems in Connecticut, and I needed money down

in Fairfield County to pay my field staff and I asked for another \$1 an hour I got it and I was able to complete it on time. So the money issue was great because we had enough money. We turned back \$350 million, whatever it was, to the Department of the Treasury, which we had never done before.

Pemberton: We were squeezed earlier in the decade, but when the time came, the money was made available.

Dukakis: [Kenneth] Prewitt (director of the Census Bureau 1998-2001) said, look at it, if you want us, not the sampling issue, to do it the other way [we need money]. And we got what we needed.

Pemberton: You're talking about the Field staff. What about, another innovation for 2000 was the use of paid advertising. Did you find that was particularly helpful?

Dukakis: Very much so. I think [Young &] Rubicam did a great job in publicizing the census.¹² We tried to do it ourselves over the years. We used the Advertising Council frequently, it didn't work.

¹¹ Census Day was April 1, 2000.

¹² The agency awarded the 2000 census advertising contract

Pemberton: So you feel this is much better effort on the advertising?

Dukakis: Much, much better. And I hope we continue that in 2010.

Pemberton: What about the, one of the things that they did was national advertising, plus targeted advertising at particular population groups. One of the things that the regional...

Dukakis: We're going to have to do more of that because of the...

Pemberton: More groups.

Dukakis: More groups now. When I go to Portland, ME, and I see 3,000 Somalians living there. That had never happened before. I got the scoop because these people, when the government comes knocking on your door, well what's the government want, back in their country the government...

Pemberton: Concerns. Major concerns.

Dukakis: Major concerns. So we have to let them know that we're friendly, we're not out there to alienate. So, in Portland, ME, for example, Brazilians and Vietnamese are coming into Portland, ME, which

I've never had before. So I've got to target this population and in Lowell, MA, 25,000 Cambodians and Asians, and so we got to look at that, our partnership program.

Pemberton: That's what I was going to get at, was the localized advertising which was tailored, not just to groups, but to geographic areas, plus the partnership...

Dukakis: I was talking to Marvin [Marvin D. Raines, associate director, Field Division] about that this morning. He asked me a few questions on what I thought...I think the partnership program that we put together was well done and we need to hopefully will continue that and expand it come 2010. New York, for example, large Arab population...

Pemberton: State? Upper New York? Or City?

Dukakis: No, I'm talking about the city [New York City]. Dearborn, MI has the same thing. But we all have our groups, ethnic groups, and they're growing. Framingham, MA, and my region, very large Hispanic population. Brazilians, Ecuadorians, and other groups in that area, are taking over the tasks of housekeepers in hotels, and waiters, and waitresses, and...So we're changing and we have to

keep up with these changes and we've got to expand our outreach out in the field to reach these groups.

Pemberton: My understanding that one of the casualties of the budget request that we made recently, was that we couldn't maintain out in the region a separate outreach staff. They had to coordinate the outreach with other basic data collection functions, or not so much data collection, it's specialized outreach to local populations of interest and the general outreach that's somewhat coordinated, but more facilitated out of Washington to data users. So that would be anything from Chambers of Commerce to...

Dukakis: Stuff we're doing now.

Pemberton: Yes. In between censuses.

Dukakis: Well, we're not doing as much now because our staff is down to one individual, really, in each region. We have one partnership person, clerical type. We have, I don't know, 30-40 when I have a full staff.

Pemberton: During 2000 [census].

Dukakis: But I would hope and I was telling Marvin this morning, that that program will start to pick up in the next year or two and start bringing in people to do outreach.

Pemberton: Oh, will it?

Dukakis: Well I said I would hope so. I don't know. It depends on the money. With the ACS coming, we may need to do some of that, little more of that we're now doing. And will we get that staff? I don't know. Will the American Community Survey have enough money to give us another one or two or three more individuals? I don't know. And that's the program that ought to continue and start gearing up again at some point into the decade, too.

Pemberton: So you found that the outreach, the personal touch in addition to the media advertisement, were both extremely...

Dukakis: Very helpful, very helpful. And we should do more of it if the money is there.

Pemberton: It's always if the money's...

Dukakis: If the money is there, right.

Pemberton: You've had a long and very successful career at the Census Bureau. Are there programs or surveys or specific census, either components, that you are particularly proud of? Highlights?

Dukakis: Well I'm proud of our current population surveys which are the bread and butter of the Census Bureau. We've been doing it for 75-80 years now, whatever that number is. I remember when I was saying that it was 60 years, now I'm saying 75-80 years.

Pemberton: Roughly 1942 so really 60 plus or minus.

Dukakis: Okay so it's been...

Pemberton: See even that's been around longer than you have so there's not a lot of things that we can...

Dukakis: We have come a long way with that. That's the bread and butter. That's the continuing survey that we do for BLS, the Bureau of Labor Statistics, and that was the first program we computerized if I recall. And I kept saying "What do you mean we're going to get rid of all this paper and how are we going to do this on the computer?" And I just couldn't believe it happened.

Pemberton: You have to ask practical questions, don't you? You can't just trust a transition from paper to computer.

Dukakis: No, not when you've been doing it for so long. And every month you see the truckload of boxes coming in, 50-60 boxes of paper and where are you going to put this paper? And then somebody has to open these boxes and distribute it to our 200 field people out there and then that stuff comes back in...and I can't remember how it was done and now paper comes back to us and then we have to package it and edit it and then send it Jeffersonville.

Pemberton: For data processing.

Dukakis: For data processing. It was just a big, big...and now we don't have all this. And space, we save money on space, I don't need to store all these, I mean half of this whole room was full of boxes and stuff and what have you, and cartons and what have you. But the transition from paper to computer went very well. It was a good transition. Accepted, I think, by our field staff. I was worried our field staff would say "I'm going to take the laptop and knock on somebody's door with this big thing?" But it went well, went very well.

Pemberton: There was great concern that people would look at a computer like a camcorder, and say, "I don't want to have an interview with this," and apparently there was not as much resistance.

Dukakis: No, no. It went very well. It went very well. No resistance at all, probably a few here and there, but generally it went very well. I was worried about the field staff, would they be able to handle this computer, would they know how to do these, these women that had been with us 20 years, some of them in their 60s and 70s. What's this woman going to do with this thing? They went, well, they love it. They love it. They can't believe that they did it the other way. And then when you see them, I'm going to a luncheon tomorrow, Wednesday, in Providence [RI], and there'll be some women there in their 70s that have been with us and I'll talk to them about this, and they'll say computers are the greatest thing you ever did and they love it.

Pemberton: Have you found that some of your field staff have adopted a kind of a new approach, I think in the past we have relied on a number of women, as you mentioned, but they would work part-time for the Census Bureau, because we could not provide, without the ACS, we couldn't provide a full-time kind of position. Now one of the

things we have heard back here is that some of those folks are splitting their time between the Census Bureau and private data collectors. And so they are cobbling together what amounts to a full-time job. Is that true?

Dukakis: That's true. That's not recent, that's been going on for a long time, they're doing work for other private companies.

Pemberton: RTI [International] or Westat.¹³

Dukakis: RTI or Westat. Yes, that's true. I always tried to discourage that. When Westat would call me and say I need 10 interviewers in Albany, NY, and you give me ten names, I wouldn't do it. I didn't want to lose my people because they offered more work and would probably leave us and go on. And they paid more money but they didn't have benefits or whatever. These private companies paid more money but they don't have any benefits whatsoever. We now give our people benefits and all the other things. But now we don't, in recent years I haven't gotten these calls. I think they find them from one interviewer that works for us that works for them, would give them the names of other interviewers, you see. So...

Pemberton: Does it come through you?

Dukakis: Not really. It comes from...

Pemberton: Word of mouth.

Dukakis: Word of mouth, that's the word. I don't know how many of these we've got working for other companies. But I find that if we're able to give them full-time work, enough work they get a full-time job, they'll stick with us more than they will with private companies. But you've got some areas out in the boondocks, you got one assignment and that's about it.

Pemberton: You've got big geographic areas.

Dukakis: And they do 15 households on CPS and that's all they do. Well they'd like to do something else so they go with Westat and whatever. It hasn't been a real problem, at least in my region it hasn't. If it becomes a problem we say, "Look it's either us or we'll get someone else." It's usually us and they drop the other guy. A lot of people worked, we have enough work to keep them busy.

¹³ Research corporations hired to assist with the 2000 census.

Especially this year, I mean the last couple years have been kind of lean, but it's picking up now with more one-time surveys, with the ACS, with the SAS (Service Annual Survey), with Housing, with college graduates, with the prisons, and all that, so we've got a lot of work this year. This is our busy year, 2003.

Pemberton: And we should be doing some gearing up towards more data collection for the American Community Survey. And now again, that will depend on the 2004 budgets, which we haven't gotten yet. I think we pushed off the idea of doing full scale data collection until FY [Fiscal Year] 2005, but you'll have to hire in 2004 to be able to prepare for that.

Dukakis: You can't wait until the last minute and say, "Okay, now we've got our money let's get in the field tomorrow." You just don't gear up in...

Pemberton: A week or two.

Dukakis: It takes a long time to gear up and get the right people.

Pemberton: [inaudible]

Dukakis: We're gearing up now to do the ACS in 2004. We're gearing up now, hiring people and hopefully giving them a small assignment in a one-time survey and then keeping them onboard for the ACS which will start in April, May. So there's enough out there, busy, 2004 will be a very busy year. Unfortunately I won't be around to see it happen.

Pemberton: I don't know, you may fall in sample.

Dukakis: Yes, I could fall in sample, and I'll keep in touch. I'm not going to, after 50 years you just don't drop it. I'll call the office occasionally, I'll drop in and...

Pemberton: We'll give you a badge, it says "Retired."

Dukakis: I don't know if I get a retirement badge out in the field, in regions. They give them out here, but I don't know if I get one in the region.

Pemberton: Oh, now there ought to be a suggestion, don't you think?

Dukakis: I'll see if I can get one of those. Maybe I can drop in here and have a..I had a cup of coffee in the cafeteria this morning and saw this gentleman here, he had to be in his 80s, having breakfast. I said

to myself, "He doesn't work here, he's got to be a retiree," and I looked at him and he looked familiar. He had to be a retiree, I didn't go up to him, but he had probably been here long and decided to come for breakfast here. Probably loose in the area and decided I'm going to come back to the Bureau and he probably has a retired thing and came downstairs and had breakfast. And I said to myself, well I don't know if I'll be doing that.

Pemberton: Do you have any things that you had wanted to institute, but either for budget, or personnel, or policy issues, you were unable to institute?

Dukakis: I would have liked to see a consolidated, a systematic recruiting in the field. I think we need, every office does it differently. I would hope that we could spend a little more money trying to put together a recruiting package that we could use in the field, using field experience, how to recruit proper field interviewers, field representatives. I think we all do it differently. I don't know what they do in the Chicago [Regional Office] and I don't know what they do in New York and Los Angeles and Philadelphia [Regional Offices]. I would like to see a consolidated, more integrated recruiting system.

Pemberton: Is this something you proposed or had at least spoken to...

Dukakis: I've spoken about it, but I haven't put anything into writing. They know how I feel about it. I mean, I think the most important thing that we do is the field people and how we recruit them. And it would save money in the long term if you recruited the right person. Sometimes, and I'd done this in the past, you recruit someone because that's the only person that's applied, whether you take...you gamble, he or she can do the job, because that's the only one you got and you're desperate and you need somebody in "County A." And so we need to spend a little more time in recruiting, I think, and that's an issue I've...I think the improvements that have happened, you know, the budget thing is good that we've instituted that will take place now. I think it's very good. Our training division, branch here at Field has come a long way. Another thing that I'd like to see more of is training our supervisors in supervision training, managerial kind of training. We ought to do a little more out in the field. I haven't done as much as I should have in Boston. Other regions probably have done more. But that's an area that we need to

Pemberton: Would that be a combination of training in Boston and training

back at Headquarters?

Dukakis: No, it could be national training. These training courses, private companies, offer training in supervision and what have you. We ought to do more of that. And I think Marvin Raines is in favor of all of this. We've done more in this area than we've done in the past. But I think in Boston we could do a little more training of our supervisors. Sometimes we're shy of supervisors and you don't want to loose someone for a month or two...

Pemberton: To train.

Dukakis: ...to take a course. I took fewer courses in my career I think.

[end of tape....]