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### John Williams Macy, Jr.

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**MACY, John Williams, Jr.** (6 Apr. 1917–22 Dec. 1986), federal administrator, was born in Chicago, Illinois, the son of John W. Macy, an advertising executive, and Juliette Moen. He attended the North Shore Country Day School in Winnetka, Illinois, then entered Wesleyan College, where he majored in government, graduating Phi Beta Kappa in 1938. After college he served as an intern with the National Institute of Public Affairs from 1938 to 1939 in a program designed to introduce the brightest young minds to the idea of a career in government.

Macy served as administrative assistant for the Social Security Board (1939–1940) and as a civilian employee with the War Department (1940–1943). During World War II he enlisted in the Army Air Force and served in China, rising to the rank of captain. In 1944 he married Joyce Hagan; the couple had four children. After retiring from the military in 1946, he returned to the War Department as a civilian. In 1947 he became the director of personnel and organization for the Atomic Energy Commission–Los Alamos Project, a position he held until 1951, when he became special assistant to the secretary of the army.

In 1953, President Dwight Eisenhower appointed Macy executive director of the Civil Service Commission (CSC). This was part of a shake-up of the CSC,

aimed at increasing its efficiency. Macy's appointment was considered a victory for broad, people-oriented principles of personnel management, versus a narrower orientation that emphasized bureaucratic regimen. With the support of the CSC chairman, Philip Young, former head of Columbia University's College of Business, Macy turned the commission into an activist agency, reforming the bureaucracy and directly assisting the president on personnel matters. He rejuvenated the government's college recruiting program, pioneered in new fringe benefits for federal employees, and initiated a merit system for superior job performance. When President Eisenhower replaced Young in 1957 with a defeated congressman, Harris Ellsworth, the commission was simultaneously weakened and politicized, and in 1958 Macy resigned.

After twenty years in government service, Macy returned to Wesleyan College to become executive vice president. He remained there until 1961, when President John F. Kennedy appointed him chair of the CSC, a position he held until 1969. During this period Macy made his greatest impact on the executive branch and on the federal bureaucracy in general, both because of his influence over appointments and because he modernized personnel methods. Macy became the personnel adviser first to President Kennedy and then to President Lyndon Johnson, with whom he enjoyed a particularly close relationship. Johnson referred to Macy as "my talent scout" and extolled the chairman as "the best there is." For senior appointments Macy submitted a list of three or four candidates from his computerized data bank of over 20,000 highly qualified potential appointees. In part Macy's influence led the White House to accept merit rather than partisan affiliation as the primary criterion for second-level appointments and promotions, reflected in the 1965 appointment of the Republican John W. Gardner as secretary of health, education, and welfare. Macy estimated that in those years he spent about one-third of his time at the White House and two-thirds handling the personnel needs of the executive branch. He also convinced Johnson to approve a major training program designed to improve the skills of federal employees and to introduce them to the latest concepts in management. By 1966 65,000 federal employees were participating in these classes. In addition, Macy founded the Federal Executive Institute to foster management expertise and leadership qualities among government managers. Another example of the role Macy played in the federal government came during the Vietnam War, when he recognized the growing demand for civilian workers in the military. Requesting manpower estimates from the Department of Defense and finding none, Macy took the initiative and established a joint CSC/Defense task force. This commission conducted the necessary analysis and planning and thus averted a crisis.

In 1969 President Richard Nixon appointed Macy the first president of the Corporation for Public Broadcasting, where he fostered the rise of public broadcasting. Among the notable programs that originated and

were nurtured during his term was "Sesame Street," the acclaimed children's television show. Macy also helped create the Public Broadcast Laboratory, the Children's Theatre Workshop, and the New York Television Theatre. Macy resigned in 1972 as a result of disputes with the Nixon administration over the level of funding for public broadcasting, the content of public-affairs programs, and the balance between centralized programming versus locally initiated projects.

Macy then served in a variety of posts, including president of the Council of Better Business Bureaus (1973-1975) and project manager and president of the Development and Resources Corporation (1975-1979). In 1979 President Jimmy Carter asked Macy to return to government as director of the Federal Emergency Management Administration. Resigning this post two years later, Macy became vice president of the National Executives Service Corps, a position he held until his death in McLean, Virginia.

• John W. Macy, Jr., wrote numerous works on government, including *Public Service: The Human Side of Government* (1971); *To Irrigate a Wasteland* (1974); and, with Bruce Adams and J. Jackson Walter, *America's Unelected Government: Appointing the President's Team* (1983). He appeared prominently in and provided a brief introduction to Donald Harvey, *The Civil Service Commission* (1970). Frank Sherwood, "The Legacy of John W. Macy, Jr.," *Public Administration Review* 47 (May-June 1987): 221-26, serves as both eulogy and critique of Macy's career. An obituary is in the *New York Times*, 25 Dec. 1986.

ROBERT A. SLAYTON

**MADDEN, John Edward** (28 Dec. 1856-3 Nov. 1929), racehorse breeder and trainer, was born in Bethlehem, Pennsylvania, the son of Irish immigrants Patrick Madden, a zinc worker, and Catherine McKee. Patrick Madden died when John was four years old, leaving his wife and three children to support themselves. Working in the steel mills as a boy, Madden developed great strength and endurance; he became an outstanding athlete and captained the Bethlehem East End baseball team. As a teenager, he began earning a living on the midwestern county fair circuit, running foot-races, boxing, and driving in harness horse races.

Once he had amassed some savings, Madden invested in trotters, buying cheap horses and trading up in class. In 1884 he traded for Class Leader and, through a unique exercise program of alternating hard and easy days, trained the gelding into a respectable trotter, eventually selling him for \$10,000. In 1889 Madden went to England in search of Warlock, whose bloodlines were popular in America. He bought the standardbred for \$4,000, transported him to the United States, and sold him for \$15,000. In a similarly wise venture, he bought Geneva S. for \$1,500, then sold her for \$15,000 when her pedigree became popular. Madden invested some of his capital in breeding stock in 1890, paying \$33,250 for the nineteen-year-old standardbred stallion Robert McGregor, who later sired the world champion harness racer Cresceus. In June 1890 Madden married Ann Louise Megrue of