

the guts to be after anything in particular. He got himself voted as Director of our Public Relations Department, which didn't do anything, except that he had a staff for the not doing of anything, so he didn't have to bother sticking around the office. The pay he got—well, I shouldn't call it 'pay,' none of us was 'paid'—the alms voted to him was fairly modest, about ten times what I got, but that wasn't riches. Eric didn't care for money—he wouldn't have known what to do with it. He spent his time hanging around among us, showing how chummy he was and democratic. He wanted to be loved, it seems. The way he went about it was to keep reminding us that he had given us the factory. We couldn't stand him.

"Gerald Starnes was our Director of Production. We never learned just what the size of his rake-off—his alms—had been. It would have taken a staff of accountants to figure that out, and a staff of engineers to trace the way it was piped, directly or indirectly into his office. None of it was supposed to be for him—it was all for company expenses. Gerald had three cars, four secretaries, five telephones, and he used to throw champagne and caviar parties that no tax-paying tycoon in the country could have afforded. He spent more money in one year than his father had earned in profits in the last two years of his life. We saw a hundred-pound stack—a hundred pounds, we weighed them—of magazines in Gerald's office, full of stories about our factory and our noble plan, with big pictures of Gerald Starnes, calling him a great social crusader. Gerald liked to come into the shops at night, dressed in his formal clothes, flashing diamond cuff links the size of a nickel and shaking cigar ashes all over. Any cheap show-off who's got nothing to parade but his cash, is bad enough—except that he makes no bones about the cash being his, and you're free to gape at him or not, as you wish, and mostly you don't. But when a bastard like Gerald Starnes puts on an act and keeps spouting that he doesn't care for material wealth, that he's only serving 'the family,' that all the lushness is not for himself, but for our sake and for the common good, because it's necessary to keep up the prestige of the company and of the noble plan in the eyes of the public—then that's when you learn to hate the creature as you've never hated anything human.

"But his sister Ivy was worse. She really did not care for material wealth. The alms she got was no bigger than ours, and she went about in scuffed, flat-heeled shoes and shirtwaists—just to show how selfless she was. She was our Director of Distribution. She was the lady in charge of our needs. She was the one who held us by the throat. Of course, distribution was supposed to be decided by voting—by the voice of the people. But when the people are six thousand howling voices, trying to decide without yardstick, rhyme or reason, when there are no rules to the game and each can demand anything, but has a right to nothing, when everybody holds power over everybody's life except his own—then it turns out, as it did, that the voice of the people is Ivy Starnes. By the end of the second year, we dropped the pretense of the 'family meetings'—in the name of 'production efficiency and time economy,' one meeting used to take ten days—and all the petitions of need were simply sent to Miss

Starnes' office. No, not sent. They had to be recited to her in person by every petitioner. Then she made up a distribution list, which she read to us for our vote of approval at a meeting that lasted three-quarters of an hour. We voted approval. There was a ten-minute period on the agenda for discussion and objections. We made no objections. We knew better by that time. Nobody can divide a factory's income among thousands of people, without some sort of a gauge to measure people's value. Her gauge was bootlicking. Selfless? In her father's time, all of his money wouldn't have given him a chance to speak to his lousiest wiper and get away with it, as she spoke to our best skilled workers and their wives. She had pale eyes that looked fishy, cold and dead. And if you ever want to see pure evil, you should have seen the way her eyes glinted when she watched some man who'd talked back to her once and who'd just heard his name on the list of those getting nothing above basic pittance. And when you saw it, you saw the real motive of any person who's ever preached the slogan: 'From each according to his ability, to each according to his need.'

"This was the whole secret of it. At first, I kept wondering how it could be possible that the educated, the cultured, the famous men of the world could make a mistake of this size and preach, as righteousness, this sort of abomination—when five minutes of that should have told them what would happen if somebody tried to practice what they preached. Now I know that they didn't do it by any kind of mistake. Mistakes of this size are never made innocently. If men fall for some vicious piece of insanity, when they have no way to make it work and no possible reason to explain their choice—it's because they have a reason that they do not wish to tell. And we weren't so innocent either, when we voted for the plan at the first meeting. We didn't do it just because we believed that the drippy old guff they spewed was good. We had another reason, but the guff helped us to hide it from our neighbors and from ourselves. The guff gave us a chance to pass off as virtue something that we'd be ashamed to admit otherwise. There wasn't a man voting for it who didn't think that under a setup of this kind he'd muscle in on the profits of the men abler than himself. There wasn't a man rich and smart enough but that he didn't think that somebody was richer and smarter, and this plan would give him a share of his better's wealth and brain. But while he was thinking that he'd get unearned benefits from the men above, he forgot about the men below who'd get unearned benefits, too. He forgot about all his inferiors who'd rush to drain him just as he hoped to drain his superiors. The worker who liked the idea that his need entitled him to a limousine like his boss's, forgot that every bum and beggar on earth would come howling that *their* need entitled them to an icebox like his own. *That* was our real motive when we voted—that was the truth of it—but we didn't like to think it, so the less we liked it, the louder we yelled about our love for the common good.

"Well, we got what we asked for. By the time we saw what it was that we'd asked for, it was too late. We were trapped, with no place to go. The best men among us left the factory in the first week of