

The **AMERICAN FOREIGN SERVICE JOURNAL**

VOL. 22, NO. 3

MARCH, 1945





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CONTENTS

MARCH, 1945

Cover Picture: The Golden Horn, Istanbul
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Foreign Service Changes.....	5
Summary and Analysis of Prize Essay Contest.....	7
Correspondence regarding the Prize Winning Essay	10
Journal Prize Winning Contest.....	11
Suggestions for Improving the Foreign Service and Its Administration to Meet Its War and Post-War Responsibilities—Second Prize Winning Essay	12
<i>By Edmund A. Gullion</i>	
D-Day in Casablanca.....	16
<i>By Philip H. Bagby</i>	
The Army-Navy Staff College.....	20
<i>By William T. Turner</i>	
Editors' Column	22
Letters to the Editors.....	23
Foreign Service Heads.....	25
News from the Field.....	26
The Bookshelf	28
Press Comment	30
American Foreign Service Association Reception....	32
Service Glances	35
Presentation of Gift to Mr. Shaw.....	36
Births	36
Marriages	36
In Memoriam	36
Wanted: A Latin American Corps in the Foreign Service	38
African Tactics	59
<i>By Lawrence W. Taylor</i>	
Visitors	63

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MARCH, 1945

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INDEX FOR ADVERTISERS

American Eastern Corp.	3
American Security and Storage Company	34
American Tobacco Co.	46
Aviation Corporation, The	45
Association of Pacific Fisheries	61
Barr Shipping Company	43
Calvert School	62
Chase National Bank	60
Crawford & Thren	63
Douglas Aircraft Company	1
Federal Storage Company	5
Firestone Tire and Rubber Co.	6
Goff, M. LeRoy	61
Grace Line	51
Gude's	61
Hiram Ricker & Sons	52
International Telephone & Telegraph Co.	53
Liggett & Myers Tobacco Co.	4
Mayflower Hotel	44
National Booksellers	63
National City Bank	59
National Distillers Corp.	40
National Geographic Magazine	42
Pan-American Airways, Inc.	37
R.C.A.	49
Schenley Products	II and III COVERS
Security Storage Company of Washington	34
Socony-Vacuum Oil Co., Inc.	58
Texaco Petroleum Products	56
Transcontinental & Western Airlines	50
Tyner, Mrs. E. J.	61
United States Fidelity and Guaranty Company	60
United Fruit Company	63
Waldorf-Astoria Hotel	IV COVER
Westinghouse	39
Williams, R. C., & Co.	2

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MARCH, 1945

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FOREIGN SERVICE CHANGES

The following changes have occurred in the American Foreign Service since January 6, 1945:

Russell M. Brooks of Salem, Oregon, American Consul at Casablanca, Morocco, has been designated American Consul at Lyon, France.

Gordon L. Burke of Macon, Georgia, American Consul at Habana, Cuba, has been designated Second Secretary of Embassy and American Consul at the same place and will serve in dual capacity.

Selden Chapin of Erie, Pennsylvania, Counselor of Embassy at Paris, France, has been assigned for duty in the Department of State.

Thomas P. Dillon of Clinton, Missouri, Third Secretary of Embassy and American Vice Consul at Moscow, U.S.S.R., has been designated American Vice Consul at Calcutta, India.

Charles H. Ducote of Boston, Massachusetts, Commercial Attaché at Habana, Cuba, has been designated Assistant Commercial Attaché at Paris, France.

Homer S. Fox of Manistique, Michigan, now on duty in the Department of State, has been designated Commercial Attaché at Ottawa, Ontario, Canada.

George J. Haering of Huntington Station, New York, American Consul at Madrid, Spain, has been designated First Secretary of Embassy and American Consul, to serve in dual capacity, near the Government of the Netherlands, now established in London, England.

George Howard of Washington, D. C., First Secretary of Embassy and American Consul at Habana, Cuba, has been designated Commercial Attaché at the same post.

Joseph E. Jacobs of Johnston, South Carolina, Counselor of Legation and Consul General at Cairo, Egypt, has been designated American Foreign Service Officer attached to the staff of the United States Political Adviser to the Supreme Allied Commander, Mediterranean Theater, Naples, Italy.

Brewster H. Morris of Villanova, Pennsylvania, now on duty in the Department of State, has been designated Secretary of Mission at London, England, attached to the staff of the United States Political Adviser, Supreme Headquarters, Allied Expeditionary Forces.

James L. O'Sullivan of Orange, Connecticut, American Vice Consul now on temporary detail to Martinique, French West Indies, has been permanently assigned to Martinique.

John Peabody Palmer of Seattle, Washington, returning to Foreign Service after military leave of absence, is assigned for duty in the Department of State.

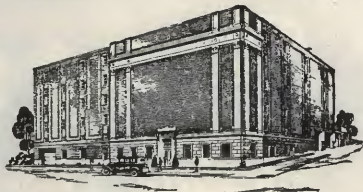
Sydney B. Redecker of Brooklyn, New York, First Secretary of Embassy and American Consul at Madrid, Spain, has been designated Secretary of Mission at London, England, attached to the staff of the United States Political Adviser, Supreme Headquarters, Allied Expeditionary Forces.

Leslie Albion Squires of Palo Alto, California, American Vice Consul at Istanbul, Turkey, has been designated American Foreign Service Officer attached to the staff of the United States Political Adviser to the Supreme Allied Commander, Mediterranean Theater, Naples, Italy.

John W. Tuthill of Cambridge, Massachusetts, Third Secretary of Embassy and American Vice Consul at Ottawa, Ontario, Canada, has been designated Secretary of Mission at London, attached to the staff of the United States Political Adviser, Supreme Headquarters, Allied Expeditionary Forces.

George H. Winters of Downs, Kansas, American Consul at Nuevo Laredo has been designated Secretary of the

(Continued on page 60)



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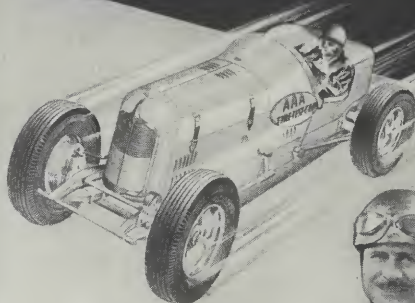
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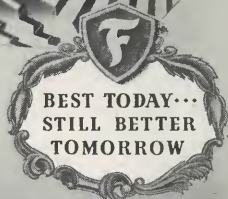
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THE AMERICAN FOREIGN SERVICE JOURNAL

PUBLISHED MONTHLY BY THE AMERICAN FOREIGN SERVICE ASSOCIATION

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WASHINGTON, D. C.

MARCH, 1945

Summary and Analysis of Prize Essay Contest

Before making available to the Department the 60 manuscripts submitted in the prize essay contest on Suggestions for Improving the Foreign Service, the Editors of the JOURNAL carefully reviewed all the papers. Below, the Editors present their analysis of the contents of the essays, in which they feel sure the members of the Service will be interested. Except for the Judges of the competition and General Holmes, who saw the prize winning papers immediately on his arrival from abroad, no other person had access to the manuscripts until they were turned over to the Planning Staff of the Office of the Foreign Service on February 21, 1945.

Americanization of the Service

Perhaps the most frequently voiced suggestion in the essay contest for improving the Foreign Service is that of closer contact with the Department and with the United States. There is evidently a strong feeling among the officers who have made a particular study of this problem that the Service is all too often out of touch with the trend of thought in Washington and is insufficiently familiar with the changing American scene. Long absences of officers from this country and lack of understanding in regard to Departmental policies are responsible for a sense of remoteness, frustration, and general inadequacy as a Service truly representative of the United States of America.

Unless the members of the Foreign Service are thoroughly conversant with current policies, and with the political opinions and commercial objectives of the American people, they are inhibited from making intelligent recommendations to their government. They are handicapped in their daily relations with foreigners and foreign officials. Their efficiency is perceptibly impaired; without any fault of their own, they are hitting on only five out of eight cylinders.

The remedy for this state of affairs is not far to seek: more assignments to the Department and more frequent visits to the United States on leave or for consultation. Only a handful of contestants failed to mention this need, while most of those who did deal with the subject emphatically underlined its importance.

Suggestions range from a tour of duty in the United States every four, five or six years to a stipulation that at least two assignments in the Department be included in every officer's career. Especially in the early formative years of his career is it believed that an officer should serve in the Department at one time or another, the earlier the better; the grounding thus obtained in the mechanism of the home organization is considered more valuable as the years go on. One contestant suggested that some form of duty in the United States should be provided every six years: for example, a year or more for special study, a year to four years in the Department, a year or more in some other Government department or assignment at a border post which would permit him to reside in the United States. Four years in the Department is not generally accepted as a typical assignment; in one instance, a limit of two years is suggested in order to generalize the advantages of Departmental assignments and make them available to all.

To make the provisions of home leave a reality and not mere theory is one of the points repeatedly stressed by the contestants. For this purpose it is urged that such home leave *be made obligatory, at Government expense, and irrespective of the distance from Washington.* Most reputable American companies operating abroad, it is pointed out, send their American personnel home at company expense every two or three years; the American taxpayer through his Congress would hardly object to this necessary disbursement of Government funds

in these days of our greatly increased expenditures as a world power if the advantages of the plan were fully set forth and realized. In any case the present 30 or 60 days leave—taken on an “as, if and when” basis—is deemed totally inadequate.

Many suggestions were advanced for utilizing in the most profitable way the time of officers brought back to the United States. Consultation with the increasing number of branches of the Government; conferences with trade organizations; actual assignments for work in various Government agencies or private banks, commerce and industry; a sabbatical year of teaching in a college or university; these were only a few of the plans mentioned, and most contestants felt that such duties should be made compulsory. For the development of the officer personally, several contestants suggested that there be required extensive travel in the United States; lectures, public speeches and radio addresses; special education in language, economics, international organization, and other fields likely to prove of use in keeping up with the demands of the modern career.

Not the least important aspect of this “Americanization” process which appears to be so urgently desired by the Service as a whole is the opportunity to acquire American wives, who would assist in the representative American character of our establishments abroad. As one contestant pointed out, the Service is losing officers because of the prohibition against marrying foreigners; the situation requires remedy at the earliest moment.

One suggested method to achieve the benefits of more frequent contact with the United States is a regular rotation of field and home officers, for the consensus of opinion seems to be that those who serve permanently in the Department are in as great a need of familiarity with the field as those abroad are in need of closer touch with the Department. Interchangeability of the two types of service is demanded by several contestants. Others believe that the personal contact between Washington and the field can best be maintained by increased personal correspondence.

Inadequacy of Funds

Practically all contestants mentioned the necessity for increased and realistic allowances fully covering the occupational expenses connected with service abroad and criticized the Department's failure in the past to ask the Congress for adequate funds for these purposes. While it was recognized that economy with public funds is the only possible procedure, as the Foreign Service has been so thoroughly taught, it was felt that the Department and the Congress had frequently lost sight of the principal objective, which was to do what is neces-

sary and to do it with maximum efficiency. It was pointed out that nothing had been so damaging to the efficient operation of the Foreign Service as the spasmodic waves of false economy which have featured Foreign Service history. On the other hand, the majority of the writers did not develop in detail the subject of adequate allowances, apparently assuming that the need had now been seen and accepted, that the Department would henceforth present its requirements boldly and realistically to the Congress, which could be expected to be receptive.

Particular emphasis was placed on the need for drastically increased allowances for local travel, to enable officers to get to know their districts better, and upon the need for the establishment of three new categories:

- (1) *Transfer Allowances.* Under the present system officers who are transferred are out of pocket for expenses not covered by any existing allowances for amounts varying between \$500 and \$2,000. These costs of disestablishment and re-establishment are recognized by most foreign Governments as essential occupational expenses properly chargeable against public funds rather than the income of the officer who is transferred “not at his request or for his convenience.”
- (2) *Educational Allowances for Foreign Service Children, Including Necessary Travel Expenses.* The modest salaries of Foreign Service Officers are wholly inadequate to enable them to defray the unusual expenses involved in sending their children back to the United States to school. Officers are thus in the unhappy situation of either having to forego the normal satisfaction of having a family, or of depriving their children of the great heritage of an American education.
- (3) *Living Quarters Allowances in Washington.* There should be no difficulty in demonstrating to Congress that Foreign Service Officers assigned to duty in the Department are in an entirely different position from civil servants regularly employed here, who are in a position to purchase property and otherwise make permanent living arrangements. Congress has already recognized this difference in the case of the Army and Navy.

As regards the regular living quarters, representation, and post allowances, several contestants suggested that, in addition to being made generally adequate, they should be freed of arbitrary limitations and administered with greater flexibility and imagination. It was proposed, specifically, in illustration, that more emphasis should be placed on family status and less on rank, and that the question

of effective as against nominal foreign exchange rates should be squarely faced.

Concern was also manifested, in many essays, as regards pensions. Since Foreign Service Officers are clearly unable to save any significant portion of their income other than that accumulated in the retirement fund, the present system was regarded as entirely insufficient to enable them to return to their native land with sufficient funds to maintain themselves in decency and respectability. Particular stress was placed on the inadequacy of the present provision for Foreign Service widows. The most specific suggestion proposed that retirement deductions from the officer's salary be increased to 10 per cent, that he then receive a pension equal to 75 per cent of his retirement salary, and that after his death his widow continue to receive 50 per cent of his pension.

Personnel Administration

An almost unanimous demand expressed in about ninety per cent of the essays calls for revision of the present inspection system. The first comment in practically every case is that inspections have been too infrequent. Many officers, the writers point out, have served for twenty years or more with only three or four inspections or even less during that period. The general demand is emphatically for inspections at least every year. A few of the writers also suggest area inspectors who limit their inspection to a particular area, thereby insuring the frequency of inspection within that area, and decentralization of the inspection system. One or two writers suggest that inspectors be stationed permanently within an area rather than in Washington. In a few cases there is an undercurrent of feeling that in the past, inspections have had a tendency to disregard the factor of an officer's relations with the people of the country to which he is accredited and to stress exclusively actual office efficiency. There are also several suggestions that the chiefs of the Division of Foreign Service Personnel should spend a certain time of each year in the field and there are many suggestions that Departmental officers make informal visits to offices with which they are concerned as a type of informal inspection. Some officers advocate that the Chief of the Division of Foreign Service Personnel be subject to an annual vote of confidence by the Foreign Service itself.

Throughout the essays there is practically unanimous discontent with the present status of the "non-career" service and a variety of suggestions are made for correcting present inequities. These suggestions fall into two groups:

1. A large body of opinion recommends that the non-career service be incorporated directly into the

Foreign Service and no further non-career appointments be made.

2. The suggestion is advanced by a large group of writers that the non-career service be changed into an administrative service offering greater opportunity than exists at present in the non-career service, and giving increased supervision over passport, immigration, and administrative work of a nature which has been ably handled by many non-career officers during the past years.

Fully half of the officers who have written essays express considerable dissatisfaction with the present system of confidential efficiency reports. The view is strongly expressed that all records should be open to the officer concerned and in particular that each officer receiving an unsatisfactory report should be permitted to add his own signed rebuttal to the report in question. There are several suggestions that subordinate officers should be permitted to make reports on the senior officer in a post and that these reports should be evaluated in the Department's personnel records. There is also some isolated but bitter criticism of the influence that the present system of personnel reporting can have on junior officers who are subjected to excessive authority of senior officers holding complete power over their careers through the system of secret efficiency reports. There is the suggestion that this complete authority of the officer in charge tends to thwart and stifle the development of the subordinate officer.

There is by no means the same consistency of comment with regard to promotions as there is with regard to the other phases of personnel administration. In the case of promotion policy there is much criticism in what the Department has done but it is along varied lines. One group of essays argues that the Service is over-burdened with dead wood in the upper ranks, that development of the younger men has been stifled through too slow promotion. A drastic clean-up is recommended as essential to removing the considerable amount of so-called dead wood and the rapid promotion of junior officers. There is an equally prominent school of thought which maintains that the system of promotion up-to-date has been much too hit and miss, subject to favoritism and the chances of fortune. These essays advocate that promotion—with a few exceptions for especially talented officers—be based largely on seniority. They argue strongly that an officer should not be permitted to remain in a certain class beyond a certain number of years and that the present system whereby men can remain for ten or fifteen years in class six or seven destroys the morale of the officer in question and should not be permitted. They maintain that every officer with a satisfactory record should be assured of reason-

able advancement within the Service. There is some isolated criticism of the "dog house" and its permanence as far as promotion is concerned. There is, however, a strong undercurrent in both lines of criticism by a majority of the writers to the effect that there should be a tougher personnel policy as far as removal of unsatisfactory officers is concerned. The proposal is frequently advocated that officers should be tested in the lower grades and the period of probation should be given greater emphasis. It is argued that the Department should during this period drop from the Foreign Service rolls a much larger number of officers who have already at that time shown that they were not adapted for the Service. It is also argued by some writers that the number of classes should be considerably reduced, say to three or four, as a help in avoiding present inequities.

From the discussion of personnel problems in the essays it is clear that the writers as a group urge a thorough overhauling of the mechanism of the Division of Foreign Service Personnel, accompanied by an expansion commensurate with its intricate responsibilities. No criticism has been made in any case of the fitness of the present or former chiefs of this division but the majority of contributors all stress that as a prime requisite to the improvement of the Service the Division of Foreign Service Personnel must be adequately staffed and equipped to enable it to carry out its complex and often delicate duties which are of the first importance in ensuring morale a deficiency among officers and clerical staff in the field.

Service Organization

On the subject of the general organization of the Service, the consensus of opinion expressed in a considerable majority of the essays is that the present fundamental structure, based on the Rogers and Moses-Linthicum Acts as amended, is sound and should not be discarded for any global reorganization plan yet suggested. Even the few papers which call for a new general structure agree on the soundness of the basic principles that (1) there should be a professional career Foreign Service; (2) that the diplomatic, consular and economic or commercial services should continue to be combined; and (3) that the Foreign Service, under the State Department, should supervise and coordinate, if not actually perform, the permanent work abroad of all United States civilian departments and agencies of the Government.

There is a sharp divergence of views, however, on the point whether the State Department Foreign Service should actually perform all of the work abroad of the American Government. A few writ-

ers suggest that our Foreign Service might undertake all permanent United States Government work in foreign countries, no matter how technical, including even that of the military and naval attachés. Recruitment of veterans from the armed forces is suggested as a possible source of manpower for this work. The writers who sustain this general point of view maintain that the most effective attachés for such technical subjects as petroleum, aviation, minerals, agriculture, press, et cetera, have proved by experience to be regular Foreign Service officers especially chosen and trained for these specialized duties rather than technical experts in the particular fields who must be trained as negotiators or reporters.

Many officers believe, on the other hand, that the State Department and the Foreign Service have made a mistake in attempting to perform technical work abroad for which they are not suited, and prefer a general supervisory role for the Department of State representatives. This group emphasizes the necessity for a clear understanding that the State Department both at home and abroad has the duty and responsibility for supervising the work of other government agencies abroad.

Most papers pay high tribute to the work of the Auxiliary Foreign Service during the war, and set forth the belief that this Service should be continued until the regular Foreign Service is able to supplement its existing personnel through the borrowing of technical experts from other agencies, the creation of a Foreign Service Reserve group, or recruitment of additional Foreign Service officers.

As mentioned above, a few of the writers believe that the number of classes in the Foreign Service should be reduced, although several papers recommend strongly the creation of an additional class, for ministers and ambassadors, to enable Foreign Service officers to be promoted to chief of mission without being required to resign from the Service. A few writers express the view that all chiefs of mission, without exception, should be chosen from the career Service, while a number of other writers suggest that this be done with rare exceptions.

A good deal of attention is given to the subject of continued training throughout an officer's career, similar to the staff college type of training of Army officers. Several papers recommend the establishment of a Department of State or Foreign Service University. A few would have the university modeled somewhat after West Point and Annapolis, with instruction given on the undergraduate level. Most papers recommend, however, that the instruction be on the graduate level, for persons who have already passed the Foreign Service examination. The uni-

(Continued on page 39)

Correspondence on Essay Contest

1222 Sixteenth Street, N. W.,
Washington, D. C.
January 12, 1945

The Honorable
The Secretary of State.

My dear Mr. Secretary:

The following is submitted to your attention with a knowledge of the great interest which you feel in the upbuilding of the Foreign Service of the United States to a maximum of public usefulness.

For some twenty years now, as you will recall, the AMERICAN FOREIGN SERVICE JOURNAL has served as unofficial house organ of the Service and the Department of State. Its monthly issues have done much to promote cooperation between the Department and the field; it has fostered good morale.

The JOURNAL has recently made a most helpful contribution. Recognizing the critical nature of the times and the heavy responsibilities devolving on the Foreign Service, the JOURNAL invited Foreign Service officers to submit essays embodying their ideas in what manner the Service could best be fitted to cope with the new requirements. Sixty papers were submitted, and prizes which the JOURNAL had posted have now been awarded by a committee of judges. What were deemed to be the most representative of the papers both as to material and style of presentation were selected by the judges, regardless of whether they agreed personally with the views expressed by the writers. The prize winning papers are in course of being published in the JOURNAL.

The committee of judges included The Honorable Robert Woods Bliss, Congressman Sol Bloom, The Honorable Joseph C. Grew, The Honorable DeWitt C. Poole, Congresswoman Edith Nourse Rogers and the Honorable Hugh R. Wilson. In the course of their deliberations on the merits of the papers, the judges decided to ask me, as one of their number and acting on their behalf, to bring to your notice the fund of good material contained in the whole body of papers submitted. It has seemed to the judges that the business should not end simply with the publication of the necessarily few papers awarded prizes. The papers as a whole reflect what is uppermost in the minds of a good number of the most thoughtful officers. The nearly sixty papers which, of necessity, could not qualify for prizes are hardly less valuable documents than those to which prizes were awarded, and the judges are convinced that their contents, no less than the contents of the prize-winners, could be usefully taken into account by the Department in formulating its own official recommendations to the President and the Congress.

With this in mind it is respectfully submitted that you may care to ask the editors of the FOREIGN SERVICE JOURNAL to turn over to the Department

the essays in their hands, and that you might then wish to designate one or more competent persons to go through all the papers in a systematic way and return to you in due course an analysis and summary. Following our own examination of the papers we have no doubt that the research would yield worthwhile results; and if, with your approval, it could be made known to the men in the field that the recommendations they have offered unofficially were in the end to receive careful official attention, their sense of participation and responsibility would be heightened, and the weight of the extraordinary burdens they are bearing at present would be eased by a general feeling of encouragement.

Sincerely yours,
U. GRANT-SMITH

January 19, 1945

The Honorable U. Grant-Smith,
1222 Sixteenth Street, N. W.,
Washington, D. C.

Dear Mr. Grant-Smith:

Thank you for your extremely thoughtful and interesting letter of January 12, 1945, in which you suggest that the sixty essays submitted in the prize competition of the AMERICAN FOREIGN SERVICE JOURNAL should be studied by officers of the Department both because the material in the essays should be useful in connection with plans for the improvement and expansion of the Foreign Service and also because it would encourage the authors of the essays if they knew that this use were being made of their suggestions.

I thoroughly agree with you, and indeed steps have already been taken along the lines you suggest. The material in the essays will certainly be of great value to those officers of the Department, particularly on the administrative side, who are now working on measures for the improvement of the Service. I can think of no more useful mine of information and recommendations than the essays afford.

All of us who are interested in these essays are grateful to you and to Mr. Bliss, Mr. Bloom, Mr. Grew, Mr. Poole, Mrs. Rogers, and Mr. Wilson for the time and thought and labor which you all so generously gave in acting as judges in the JOURNAL's competition. I wish to add my own thanks to those already expressed to you by the editors of the JOURNAL and I know that I speak for many officers in the Department. I trust you will convey this expression of appreciation to the other judges, who you say asked you, as one of their number and acting on their behalf, to bring to my notice the fund of good material contained in the essays.

Sincerely yours,
EDWARD R. STETTINIUS, JR.

MARCH, 1945

SUGGESTIONS FOR IMPROVING THE FOREIGN SERVICE AND ITS ADMINISTRATION TO MEET ITS WAR AND POST-WAR RESPONSIBILITIES

BY EDMUND A. GULLION, *Second Secretary, Stockholm*

• *Winner of second prize in the JOURNAL Essay Contest*

THE airplane and telecommunications are devouring the professional diplomat's *lebensraum*. His world has been a shrinking planet ever since a telegram crackled in the cloisters of the first Foreign Office to receive despatches by wire. Lord Palmerston, when such a telegram lay starkly on his desk, is supposed to have cried out: "This is the end of diplomacy."

It was the beginning of the end, perhaps, for the diplomacy whose rules and minuet gestures crystallized at the Congress of Vienna in 1815. A Minister is no longer "plenipotentiary" in the old viceroyal sense. He will seldom embark on action in important causes without up-to-minute instructions from his Government. Nor can he plead absence of instructions as an excuse for passivity. The transoceanic telephone is the symbol of the end of that attitude.

This is also the era when prime ministers, dictators, and presidents themselves descend into the lists of diplomatic negotiation, via multi-motored plane, with results ranging from Munich to Teheran. If such displacements are still rare, the voyages of the special experts are legion. These missions are bringing into direct contact the executives of government departments with their "opposite numbers" abroad. The myriad Allied joint committees for supply and shipping, lend-lease, economic warfare, finance, and intelligence, with their highly specialized work, have drawn diplomacy out of the chancery into new adventures.

Can the career Foreign Service of the United States contribute to the conduct of foreign relations today anything more than an efficient secretariat, the rituals and simulacra of formal diplomacy, and the onerous, often thankless performance of consular business? If it cannot, a country impatient of dillettantism and worshipful of the expert may decide that it is superfluous. It may well continue as a distinguished relic of the Nineteenth Century but its individuality will be submerged in the vast apparatus of *ad hoc* groups in the foreign field and it will not attract the best men to its ranks.

The Service and the Department cannot take refuge in the knowledge that our Service, man for man, is as good as that of any country; nor that criticism of the Service often stems from baseless

suspicion of its snobbery, reaction and intrigue, or from the fundamental misconception that foreign policies, particularly unsuccessful ones, are formulated by the diplomatists rather than by the people and their elected representatives. The fact remains that there is a widespread apprehension that the diplomats are not up to their responsibilities.

It is the purpose of this paper to show that the Service can do more constructive work than it has so far had the opportunity to perform; that more imagination might be shown in using the Service; and to suggest changes in it and in the Department which will enable it to meet its war and post-war responsibilities.

Whether the shape of things to come is Republican or Democratic, Federative, Nuclear or Balance of Power, Foreign Service officers know that international controls will multiply in our generation. Our own country has entered the world theater with its characteristic enthusiasm and mobilization of expert manpower in the military, economic, propaganda, cultural, and international reconstruction fields, to name only a few. (Many new acquaintances which Foreign Service Officers have made in the flourishing new agencies will ripen, still under Foreign skies, into friendships.)

The average Foreign Service officer will find that there are still challenging "new frontiers" for diplomacy, as well as for technology and social betterment, provided the Foreign Service and the Department take the initiative in *planning* the whole Foreign Service establishment after the war. The Department has developed a large and fertile group of post-war planners since the beginning of the war. It has planned constructive legislative for improvements in the Service itself, and it has recast office assignments in the Department to allow high policy officials time to plan. But from where this study is written it seems that too little of this planning took place before the war. The State Department's information service—that is, our Service—was functioning with what now seems like unique efficiency. We knew war was coming. The Cassandra role of a Grew or a Messersmith proved more correct than the optimism of the amateur advisers of the late Senator Borah, which, after all, should not have surprised the American people. Yet did the Department of State foresee the change in its own organi-

zation which war would bring? Did the administration of the Foreign Service, foreseeing the war, have ready a "D-Day" plan and a post-war plan?

It is a vital function of any Ministry of Foreign Affairs to make plans for bodies like the OSS, the FEA, or the OWI, to be produced when an emergency arises, complete with directives and skeleton staff. The Department, no doubt, played its part in the broad-scale thinking necessary to project such organisms, but this planning did not seem to penetrate very far into the Foreign Service nor to contemplate optimum use of its officers. These men in recent years have been chosen through one of the most difficult competitive examination procedures employed in any country. In the panel of talents which the Service comprises are brains and special aptitudes for any of the activities now administered by the new agencies. Yet so far as the average officer is aware, there was little effort until recently to search out these talents and develop them for pre-selected positions in an over-all scheme for emergency agencies.

The Department of State should, after making a "mobilization plan," earmark the man whom it wishes to represent it in a particular agency, give him special briefing and training before the agency is set up, and then put him to work in the agency. Its man should not be thrust into an emergency administration as a rearguard or an afterthought or to keep the Department informed, but to suggest, lead, and execute. If the Department's thinking is of the stature the country has a right to expect, its plans would then furnish the armature of the whole Foreign Service structure. Our representation abroad would present a united front instead of the hydra-headed aspect which bewilders the foreigner.

An elite career Service and Department ought not to attempt all the jobs but should be the steering committee and planning group. The United States Army learned well in 1917 a lesson which it did not have to re-learn in 1941—that when emergency comes and the nation's best brains become available, its professional officers can best serve as *cadres*.



EDMUND A. GULLION
Foreign Service Officer, Class VII.

The worst mistake the Foreign Service could make would be to appear to support some concept of exclusive vested right in the foreign field.

There is no reason, however, why the Service should not plan its own type of reserve, just as the National Guard and the Officers' Reserve Corps exist for the Army. It is true that the Department is building up a useful organ in the Foreign Service Auxiliary. Yet this arm seems to have been developed late in the day. It should have existed on paper at least since the last war, and should have had its lines reaching into every field and level of endeavor. The Department should have but to pull a string to draw to it a banker, a publicist, a labor leader, an educator, or a South American marimba

band. One solution to the problem of agency competition for talents is simply to have all the best men under lien to the Department of State.

To consider a few of the problems of Foreign Service cooperation with the emergency activities and groups, take first the Foreign Service and the Armed Services. In many posts the Foreign Service Officer will be in a position to serve military commands in his district; he will do so not only in the routine administration of his office, but if he happens to be loaned to one of the special agencies, he may be helping the Army in everything from procurement of blankets in Spain to plotting bomb targets in Germany.

In the post-war period it seems clear that our foreign policy may involve a relatively large United States force in being, whether solely for national defense or as part of some international police force.

Both now and after the war Foreign Service Officers must know more about our military establishment and its policies than even the suavest liaison arrangements can make possible. One suggestion is that some of them should be selected from time to time to attend courses in service schools such as the Army and Navy War Colleges. In exchange, the arrangements under which Foreign Service Officers participate in service conferences, discussion groups and lectures could be expanded to mutual advan-

tage. The experience of the British with their scheme of detailing consular and diplomatic officials to the Imperial Defence College is a case in point.

The armed services and the Foreign Service would speak each other's language better (and the morale of the Foreign Service would be improved) if more diplomats could be soldiers. While, understandably, the Department of State does not want to strip a Service which has had practically no recruitment in three years, most officers hope ways can be found to permit more men to serve in the forces, if possible now, and certainly later. In the future, officers with reserve commissions should be allowed to train, and, provided that the Department will release them, to serve in wartime.

One of the more enlightening impressions derived from a glance at the British Foreign Office list is of the facility with which our colleagues seem to be "seconded" from Foreign Service to special jobs, to war service, and back again. A notable example (not listed) is that of the British career diplomat who is "seconded" as an Army Brigadier, to Marshal Tito!

In the field of economics the work of the Service will be increasingly concerned with activities startlingly different from the Commercial and Financial Reporting, Trade Protection, and Promotion work which were the average officer's experience before the war. Of the weapons in the ingenious arsenal of Economic Warfare, many will remain in peacetime, not for warlike purposes, but as controls in aid of American economy, safeguards against future wars, and factors aiding a more equitable distribution of the world's goods. Certainly some form of export-control will continue in the transition period after the war, and even beyond that we may find the United States licensing some transactions, some exports and some transfers of capital.

The trade intelligence methods learned during the war may become part of peacetime practice where they do not depend on sources and procedures appropriate only to warfare. The negotiation of war trade agreements, the diplomatic "catch-as-catch can" behind our campaign to deprive the enemy of strategic materials, the experience gained in evaluating the economic position of an entire country by a hundred new techniques involved in our studies of Germany and Japan—all these open new horizons to the diplomat.

Whether economic work in the post-war period remains the exclusive province of a peacetime form of FEA, or whether the Department of State hears its due share of the burden, the Foreign Service must know the trend and be equipped to serve. Officers with a bent for economics should have spe-

cial training and service with the economic agencies. Similarly, Foreign Service Officers must learn from, and share their knowledge with, the men who are planning the rehabilitation of Europe and Asia.

Public opinion has grown mightily as an influence in diplomacy from the days of Canning to those of the Office of War Information. The Foreign Service Officer will have to mesh this force with diplomacy and he will need to participate in the activities of the cultural and propaganda agencies. He can apply many of their techniques to his own work. If the wizards of the public opinion polls can devise a method of sampling which can be used by diplomatic missions, a milestone will have been reached. Censorship blackouts and prorogued parliaments would not prevent the diplomat from accurately assessing public sentiment on major issues. At a given moment, for example, he could say whether Russian peace terms laid down in March would be acceptable to Finland in September.

After the war some of the agencies with which the Service works will remain; others will disappear; and in many cases the problem of integrating war appointed experts into the Foreign Service proper will be faced. No administrative problem in years has so exercised the career men, as a survey of our "house organ," THE AMERICAN FOREIGN SERVICE JOURNAL, will show.

Foreign Service Officers have very human feet of clay under their mythical spats. They have also every natural pride in their work and desire for recognition. They do not want to see their experience, *esprit de corps*, and insight into the subtleties of negotiation go at a discount, while scores of more or less brilliant, but often unfledged experts are blanketed into the service at rates and ranks disproportionate to their seniority in the field, or their share of the dull and disagreeable jobs which the general Service entails.

The experts and the diplomats must find a common ground. Each must be able within reason to do the other's job. The Foreign Service officer must recognize the inevitability of change in his profession; the experts must understand the unique contribution of the Service, with its centuries of experience in running a home and field operation with a long view beyond the exigencies of the moment.

Perhaps we can take a leaf from the book of Supreme Allied Headquarters. If Army, Navy and Air Officers of different nationalities can occupy posts according to rank in a "layer cake" but integral staff, members of different agencies in our Government should be able to mingle in one mission to handle special problems. Some of our most effective offices abroad are those in which this very

thing is being achieved under the direction of resourceful chiefs.

The best will in the world and the best administration will not aid the Foreign Service in meeting its responsibilities if its members do not have the requisite intellectual power and creative spirit. Although our officers are now selected through the sternest competition, all too few of them would agree that their assignments exact the continuing mental growth which should accompany the slow progress toward really responsible posts. Often the talents of a man of brilliant scholastic attainments and creative mind will atrophy while he performs routine tasks which others could do better.

We should not expect that a man whose career had been limited to marking time on a small island in a peaceful sea should be suddenly selected for the post of counselor in a large Embassy. Yet there are men whose entire service lives have been lived on small desert islands of intellectual isolation for all the contact they have had with the forces which are shaping the post-war world and diplomacy. Woefully, it is not altogether their fault. Chance will condemn a number of men, and some of them able, to relative futility in our far-flung Service in spite of the best efforts of personnel divisions and merit promotion systems. Chance will also bring some of them to important positions beyond their mental horizons. But the area in which this chance operates should be reduced to the minimum. The premium in promotion should not go to the man whose supreme merit is that he never made a mistake, even granting that our Service permits the fewest errors.

On the perfectly sound but overdone theory that the fledgling should acquire discipline and that the future Ambassador should understand the most picaresque phases of consular and diplomatic work, too many of the younger officers spend too much time licking fee stamps, certifying consular invoices, losing too much energy in denying visas, and, generally, in winding too much red tape while the rest of the world goes by. The average young officer sees ahead of him only a dreary vista of fifteen years of small gauge work before he is ever given a real job to tackle. Some want to and others do, resign; still others stagnate into complacency.

One way to overcome this drag, inherent in all bureaucracy, is to enable the officer to make the acquaintance of the specialized fields of work already described. This is now being done increasingly in our best missions, but in others the work of the career officer still tends to be too exclusively that of the secretariat and the forwarding agency.

Another approach to the problem is to provide within the Service separate spheres of opportunity for men whose bent is toward administration and

those who do better at analysis and planning. The "compartmentation" should not be ironclad nor the distinction prejudicial. Some progress on this line has been made by special administrative orders and in proposed legislation reorganizing the Foreign Service. These plans provide for the incorporation in the Service of a limited quota of specialists, for the creation of special administrative officers, and increases in the number of non-career consular positions and administrative posts open to clerical employees. This legislation should open up honorable careers to members of the clerical service and would make possible more effective employment of the present officers by turning over some of their administrative functions to capable executives.

Together these measures constitute the biggest fundamental change since the Rogers Act of 1924, the Magna Charta of the Service, which eliminated the unnatural segregation of diplomatic and consular branches. The trend of fusion which the Rogers Act inaugurated should not, however, obscure the fact that a degree of specialization is necessary and inevitable. It remains to be seen in practice whether the latest well conceived legislation is the perfect blueprint for the specialized structure. As already seen, the Foreign Service officers are concerned that their own position may not be adequately recognized or that they may not have full opportunity to tackle whatever special jobs the Department may want done. Furthermore, some fear has been expressed that the proposed legislation reopens the way for political influence in making new appointments to the service.

In the meantime, more can be done to fit the Foreign Service Officer for his responsibilities by better promotion and training programs and more imaginative use of his services. The present promotion system is too slow and too inflexible for the crack service which must be constructed to cope with the "new diplomacy." It is now practically impossible for a man to be promoted more often than once every eighteen months. Theoretically if he made every boat it would take him about eighteen years to reach Class I, but largely because of artificial statutory restrictions most officers attain that safe harbor only after the usual bureaucratic stint of thirty years' striving. Forward looking men in the Department are attacking this problem on a broad front. They are working for the removal of the percentage restrictions on numbers in the various Service ranks; temporary suspension, until the promotion "humps" are leveled out, of the rule requiring two years or eighteen months service in any one grade before promotion; and an increase, after the emergency, in the annual rate of retirement.

(Continued on page 51)

D-Day in Casablanca

By PHILIP H. BAGBY, *Foreign Service Officer, now on leave while serving in the U. S. Armed forces*

PART I

I MUST apologize for being so tardy with this account of the landing in French Morocco in November, 1942. My sole excuse is the pressure of public business and private pleasure; it is only since my induction in the armed forces that I have had time to write.

There have been many bigger and better landings in the last two years, but in none of these have there been American officials waiting ashore to greet the invaders. It may not be without interest even now to describe how it feels to see an invasion from the invaded side.

I was stationed at Casablanca from May, 1941, to July, 1943, as American Vice Consul.

This city, whose name is now familiar to movie fans, is the chief port and commercial center of French Morocco. It lies on the Atlantic coast about two hundred miles south of the straits of Gibraltar near the center of one edge of the Moroccan plain. There are no natural harbors on the Atlantic side of Africa from Tangier to Dakar, and Marshal Lyautey must have had its central position in mind when he chose the old Portuguese trading station as the starting-point of his campaign of conquest and as the future commercial capital of his new-won empire. The city has grown with startling rapidity in the last thirty-odd years, and now houses perhaps half a million people. Its broad avenues lined with palms and its numerous villas, gleaming white among the bougainvillea, are a tribute to the genius of its founder.

A giant breakwater protects a large and well-equipped harbor, where in 1942 there were stationed a heavy cruiser, the *Primauguet*, and numerous destroyers, escort vessels, and submarines. The unfinished battleship *Jean Bart*, had been brought there from Brest during the fall of France, and after her arrival some of her heavy armament had been mounted on her upper deck.

About two miles to the south of the harbor there is a small point of land with a light-house and a battery of coast artillery. Another battery is installed a few miles to the north while some fifteen miles north of the city there is a small port called Fedala which is equipped to handle tankers. About a mile inland from the lighthouse and still to the south of the city is a small hill which provides some

relief from the regular nightly fogs. It has been developed into a fashionable residential suburb called Anfa after the Phoenician city which is once supposed to have occupied the site of Casablanca. It was at Anfa that the celebrated Casablanca conference was held at which the doctrine of "unconditional surrender" was born.

The American Consulate is situated in a residential district somewhat closer to the center of town. It is a two-story white building in a small garden and looks out over a wall onto a small square. Here at the time of which I am speaking there were stationed four Foreign Service Officers: H. Earle Russell, Consul General; Russell M. Brooks, Consul; Ernest deW. Mayer, Vice Consul, and myself. The three other men all had their wives with them and Ernest also had his two children, Janet and Jerry.

There were also attached to the Consulate a number of technical advisers with the rank of vice consul. They were charged with controlling the distribution of the American goods which were coming to North Africa under the North African economic accord. They were under the direction of Robert Murphy, who was stationed in Algiers. It is now no secret that they also collected information of various kinds and worked under cover with friendly French officers and civilians.

I had been helping out with the control of American goods and spent the morning of Saturday, November 7th, checking through great piles of manifests. After much searching I had discovered several amounts which did not jibe. Bob Murphy had also told me during my list trip to Algiers of some 200 tons of cotton goods which were reputed to have disappeared. At the end of the morning I telephoned various French officials and made appointments for the following week in order to try to clear up the discrepancies. These same officials after the success of the landing did not fail to accuse me amid much laughter of the most subtle duplicity in making these appointments when I already knew of the landing. I tried to protest my innocence at first, but without success. The simple truth was that I had been ignorant of what was about to happen. But my French friends would not believe me. I wonder how many diplomatic reputations are established in the same way.

All this work with figures was exhausting, and after lunch I went back to my hotel to take a nap. I



Official U. S. Navy photograph

AEF REINFORCEMENTS HIT AFRICAN COAST

A new wave of U. S. troops plunge through the surf off the French Morocco coastline near Casablanca to reinforce earlier soldiers whose tracks are so etched in the sand as to resemble a tangled mass of cobwebs when viewed from the air. The picture gives a comprehensive view of the coast and terrain, which the landing parties encountered. A rainfall catch basin may be seen inland center.

was living in a small residential hotel in the center of town a few hundred yards from the gate to the port area. As I went in I left instructions with the girl at the desk not to disturb me in any circumstances.

It seemed to me that I had scarcely fallen asleep when the telephone rang. It was Ernest who was on duty that afternoon at the Consulate.

"There's a message here for you."

"Thanks a lot. Can you read it to me?"

"I think you'd better come up here."

"Oh, all right."

I pulled myself together and left the hotel. On the way out I asked the girl at the desk, "Didn't I tell you not to wake me?"

"But I thought it might have been important."

"Nothing is so important that it can't wait an hour. Next time don't wake me even if it's God or General Noguès."

When I got to the Consulate, Ernest had a sly smile on his face.

"There wasn't any message," he said. "I needed your help and that was the only way I could think of to get you up here. You've probably noticed that things were getting a little warm around here. Well, now they're red-hot and the telegrams are piling in."

I had, of course, realized that the long-expected landings were in the offing, but I little suspected how very imminent they were.

I set to work decoding the telegrams. Here was



Official U. S. Navy photograph

CASABLANCA, FRENCH MOROCCO

An aerial view from the port side of the French battleship *Jean Bart* disclosing damage near the bow and stern and also to sheds and other equipment. In right background, a large steamer lists badly.

one giving some last-minute changes in a letter from the President to General Nogues, the French Resident-General (or Governor) of Morocco. Here was another with the text of a proclamation to be made by a certain General Eisenhower. Then instructions for signals to be made by friendly French troops. At last the crucial telegram, couched in unfamiliar military language. It read something like this:

D DASH DAY WILL BE NOVEMBER EIGHT REPEAT NOVEMBER EIGHT STOP H DASH HOUR FOR MOROCCO WILL BE ZERO FIVE ZERO ZERO HOURS GMT REPEAT ZERO FIVE ZERO ZERO HOURS GMT STOP H DASH HOUR FOR ALGERIA WILL BE ZERO ONE ZERO ZERO HOURS GMT REPEAT ZERO ONE ZERO ZERO HOURS GMT

For several days the French press had been carrying despatches from Berlin announcing the concentration of many Allied warships and transports at Gibraltar, and the Casablanca newspaper that same Saturday morning had stated that the giant convoy had set sail to bring relief to Malta. But it was clear from the telegram that this convoy was really destined for Algeria and that another con-

voy was somewhere out in the Atlantic headed for Morocco.

By the time all these telegrams had been decoded and copies given to Dave King,* who was handling the liaison with friendly French forces, it was getting quite late. Ernest had invited me to dinner that evening at his home in Anfa with the Fouquets, a French couple of our acquaintance. It was obvious that he could not go, but to call off the party might cause suspicion and comment. It was finally decided that I should go and help Jean, Ernest's wife, to hold down the fort.

We have often laughed about that dinner party afterwards. There were Jean and I, dying to talk to each other, and compelled to make conversation on indifferent subjects with her guests. It was inevitable that the most casual remarks should acquire heightened significance in the light of what we knew was going to happen the next morning.

Ernest's absence was explained on the grounds that he had gone to Rabat and that his car had broken down. I remember Fouquet advising us in all seriousness that he had heard from a reliable

*Vice Consul, now Lt. Col. David W. King.

source that the great convoy from Gibraltar was headed not for Malta, but Tripoli. "You don't say," I replied, knowing that it was going to Algeria.

Micheline Fouquet hoped that the Americans would arrive some day. Jean hoped so too. So did I.

Of course I had to find some way of breaking away early. As I had had jaundice a few months before, it occurred to me to feign a liver attack, a prevalent complaint wherever there is rich French cooking. I let my head hang and my eyelids droop. I sighed profoundly and sank deeper into the sofa. It must have been quite effective, for Micheline took pity on me.

"Poor boy," she said. "It comes from eating in restaurants all the time. You ought to get some good home cooking. Come and eat lunch with me one day each week. Why not next Thursday and

every Thursday?" I accepted with alacrity, but a fresh attack forced me to say goodnight and depart.

I raced back to the Consulate, stopping on the way at my hotel to pick up some eatables and drinkables in case we had to stand a long siege. As soon as I arrived, Ernest asked me to go back to his house. Len Wiggins, a British friend and clerk at the Consulate, was there. He had been assigned to listen to the B.B.C. on Ernest's radio receiver and report anything peculiar he heard. He reported that at the end of the news broadcast, a voice had said three times in French: "Allo Franklin, Lincoln arrive, Lincoln arrive, Lincoln arrive." This was the prearranged signal.

I brought this back to the Consulate. It was nearly twelve. Most of the officers were gathered

(Continued on page 41)

CASABLANCA

French destroyer lies on its side in the harbor of Casablanca. Outside the harbor (upper center) a French cruiser and two destroyers are aground.

Official U. S. Navy photograph

Two French destroyers (foreground) and a light French cruiser beached north of Casablanca Harbor.



The Army Navy Staff College

BY WILLIAM T. TURNER, *Foreign Service Officer*

AT THE graduation exercises of the Army Navy Staff College in Washington on January 20, three Foreign Service officers received diplomas. These officers, the first non-military persons to attend the College, were Beppo Johansen, F.S.O. Class VII, Lampton Berry, F.S.O., Class VIII, and the writer.

The Army Navy Staff College was created in 1943 under a directive of the Joint Chiefs of Staff "to prepare student officers for the exercise of command and the performance of staff duty in unified or coordinated Army and Navy commands." Staff duty might be defined as the brain function of the military organism, and staff officers, especially those of higher levels, are trained officers who provide the commander with information, advice and plans for military operations.

The impetus for the founding of this College was undoubtedly the generally recognized need for closer integration of effort among the several branches of the armed services in the waging of what Mr. Churchill has called "triphibious warfare." The day has passed when the Army could assume sole responsibility for the defense of the land while leaving the seas and skies to the Navy and the air forces. Modern warfare is such a complex affair that only by the closest integration of participating agencies can a nation at war hope for success. The principal aim and purpose of the College is to promote such integration and to train officers in all branches of the armed services in the planning and carrying out of joint operations.

Indications are that the authorities of the College envisage its continued existence after the war, with perhaps its ultimate evolution into a university of national defense, in which all agencies of the Government directly concerned with national defense would participate. For this purpose the present college is admirably equipped, with a large auditorium, class rooms, a well-stocked library, and many offices, all located in the New War Department Building.

The course of study of the last class of the College extended over five months, and was divided into four phases. Three weeks were spent at the Army Air Forces School at Orlando, Florida; four weeks

at the Command and General Staff School at Fort Leavenworth, Kansas; and four weeks at the Naval War College, Newport, Rhode Island. At these schools we were given intensive instruction in staff organization and functions, in field operations, and in the capabilities and limitations of many new weapons of war. The last eight weeks were spent at Washington in the study of joint operations, with particular emphasis on amphibious warfare. Inspection trips were made to various points, including the Navy Yard at Boston, the Submarine School at New London, the Seabee Training School at Quonset, and the Amphibious Training Base at Norfolk, where we had opportunity to see training equipment and procedures.

Our class consisted of about thirty officers selected from the Army, Navy and Marine Corps, with a quota of flying officers from each service. There was one British Army officer and one Royal Air Force officer. All but two of the officers had the rank of colonel or lieutenant colonel. Many of them had recently returned from duty overseas in the most active fronts, and it would be difficult to gather together a group of men with more varied and adventurous backgrounds. Not the least profitable feature of the course was the close association and friendly exchange of ideas among men of such wide experience. At first some among the military people were inclined to regard the "diplomats" as outsiders or perhaps as curiosities, but before long there was no distinction between those of us in mufti and those in uniform.

The College authorities have made efforts to show that the Foreign Service contingent is welcome. On several occasions the Commandant and other members of his faculty expressed their belief, in addresses before the College, in the need for closer cooperation between the policy-making and the military agencies of the Government, and voiced the hope that the presence of representatives of the Foreign Service at the College would contribute toward that end. The College has asked that the State Department nominate other Foreign Service officers for attendance in succeeding classes. Three such officers were assigned to the class beginning late in January.

Demonstrations of amphibious landing operations at Amphibious Training Base, Little Creek, (Norfolk), Virginia.



Official U. S. Navy photographs



Demonstration of "Seabee" operations at U. S. Naval Construction Training Center, Camp Endicott, Davisville, Davisville, R. I.



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The American Foreign Service Association

The American Foreign Service Association is an unofficial and voluntary association of the members of *The Foreign Service of the United States*. It was formed for the purpose of fostering esprit de corps among the members of the Foreign Service and to establish a center around which might be grouped the united efforts of its members for the improvement of the Service.

EDITORS' COLUMN

A careful examination of the various problems facing the Department of State and its Foreign Service leads to the conclusion that our difficulties, our weaknesses, our shortcomings are due principally to lack of personnel. The human machinery available to us is not sufficient for our present work, and is totally inadequate to meet the responsibilities that it is our duty to meet in the future.

There has been no let up for the Department of State or the Foreign Service, not just since Pearl Harbor, but since Munich and the whole era of the thirties. The role of the Department and its field offices in the war has been one of great importance.

Officers in the Department and the field are swamped with the detail of daily operations and have little time for study and thought and planning. Many of our field offices are critically understaffed. Foreign Service establishments alone require an increase of 75 per cent in officer personnel, or 600 officers, while adequate professional staffing of the Department and of the American secretariats of present and prospective international agencies con-

cerned with an international organization will presumably call for many more.

The many detailed instructions for the improvement of Foreign Service reporting that have been prepared and sent out by the Joint Survey Group are welcomed in principle by everyone concerned with the work of the Foreign Service. They represent a definite forward step. Improvements which these instructions envisage cannot be realized with inadequate staffs. Even the far-sighted programs laid out for the development of specialization within the Foreign Service in the way of technical training in economics and in languages have been allowed to lapse due to shortage of personnel.

Senator Ball in his recent talk pointed out graphically the insufficiency of the efforts of the Department of State to tell its story to the American people. By now the difficulties faced by the overworked officials of the Department in informing the public about Dumbarton Oaks must be apparent to everyone. The trouble is that they are too few and our country is too large.

The war is far from over, as recent events have proved. The needs of the armed forces are still urgent. Many would say, therefore, that now is not the time to talk about personnel needs of the Department and the Foreign Service. But we venture to question their judgment and the estimate which it implies of the temper of the population. Basically the American people are confident that we will win this war. They know what is necessary for victory and are determined to provide for it. But they are afraid we may lose the peace. We are convinced that the American people do not want their Government to become so absorbed in building and manning the machines of war that it neglects to build and man the machinery of peace; that they would regard it as folly to build the State Department and Foreign Service of the future without establishing it firmly upon a foundation of the men who have been fighting this war; and that they would one day disown as unrepresentative of postwar America a Foreign Service not established on this basis.

There is clearly only one solution in the interest of the American people. We should now draw for our representatives in the building of the peace from those American citizens who have had actual combat experience on the battle front. Not only are their services desperately needed, but they must be represented in the formulation of any plans for an international security organization. Foreign Service examinations should be offered to the members of the armed forces, wherever they are, and a certain number of those who successfully demon-

(Continued on page 58)

Letters to the Editors

Beginners' Salaries

American Consulate,
Monterrey, Mexico,
December 28, 1944.

To The Editors,
THE AMERICAN FOREIGN SERVICE JOURNAL:

The announcement that candidates from the Department and the "non-career" Foreign Service who are successful in the next examination will enter the career Service at salaries from \$2500 to \$3400 according to age, experience and qualifications instead of being penalized for their success by having to go back to the beginning \$2500 will, I believe, be accepted as a desirable move by all who give it unbiased thought. Further, the present time—when the ranks of those who might resent the new departure because they came too early to benefit by it are so thin—is the logical moment to introduce it.

But an adjustment on the bases indicated would be unfair and sterile if it left unaffected those of superior age, experience and (presumably) qualifications who have already made the grade. The Service will only be as attractive to new men as it is to those who compose it.

The foregoing worm's eye view is not offered as unbiased, disinterested or detached, as anyone can see, but it may be constructive.

Very truly yours,

MERLIN E. SMITH,
F.S.O. Uncl.-C.

Continuity of Foreign Policy

4811 43rd Place, N. W.
Washington 16, D. C.
December 18, 1944

To The Editors,
THE AMERICAN FOREIGN SERVICE JOURNAL:

In order to make this entirely impersonal I am avoiding the use of names, either your own or that of a reviewer in the JOURNAL of a book I have just published on the building of the Panama Canal and the area directly and immediately affected by that act, from Mexico to Ecuador.

The review is most illuminating, through what it does not notice or perhaps does not know, rather than through what it says. I think you missed a valuable opportunity there, for the book really does have meat in it. I confess I had assumed too much: that the evolution of the present Foreign Service, for instance, is perfectly well known to every young Foreign Service Officer. It certainly should be, but apparently it isn't. Or the sort of fact which your

reviewer calls "philosophizing": that, namely every great act is accompanied by consequences at least as important as the act itself. I should not have assumed that to be common knowledge, for obliviousness to such facts are precisely one of the major causes of break-down in the continuity of foreign policy.

Theodore Roosevelt's building of the Panama Canal was such an act. It disturbed the precarious balance between the Americas and Asia, and of the Pacific between them; of the Pacific Basin, in a word, in Grover Cleveland's sense which is today the sense of the World War in the Pacific. Such disturbance is bound to cause friction. Friction, as most people know, can cause heat, and heat, in turn, can result in flame and explosion if adequate measures are not taken to prevent. It surely should be a matter of common knowledge now, even if it was not before Pearl Harbor, that this is exactly what did happen. That is not philosophizing, to use a rather callow phrase. It is a fact and a series of facts perfectly recognizable at the time during all the forty-eight years during which any observer may have been assigned to that particular task, sur place and most intimately, during its formative years. I am sorry you got out of all this some notion that I am down on the State Department and diplomats, or that my attitude toward the matters I am discussing is one of "frustration." From an intimate experience of fifty years, I can say unreservedly that the life of a diplomat and of all public life is full of disappointments. It would be a queer thesis indeed to take it that all of the very top flight American diplomats who have had their keen disappointments have been frustrated men, from my seniors such as William Woodville Rockhill and Henry White to all my juniors who have been eliminated from the service in the past fifteen years or so. Such a thesis might truly argue something radically wrong in the Department. In fifty years one gets to know diplomats of every country in the world. In each of them an occasional outstanding man will appear. Under ordinary circumstances the majority among professional diplomats will always be commonplace men. Some few will always be useless or even dangerous people. After fifty years of intimacy one gets to know those things. Not a few men are made cynical by it, but surely not "frustrated" unless your reviewer is prepared to admit my own belief: that a diplomat does not create foreign policy and that a diplomat is merely a well made human tool designed for a specific and difficult purpose, which cannot function effectively in a vacuum nor without motive power. The existence

of a vacuum would certainly explain any general sense of frustration, such as has been observable from time to time in very recent years. In the experience of a lifetime, it seems to me that there is valid reason for the existence of such vacuums and for the absence of motive power without which the diplomatic tool cannot operate with constructive consistency, but that does not frustrate. One understands the reasons. One picks up the pieces and goes on with whatever it was he was doing when the machinery went out of gear.

I don't want to inflict myself on you, but I do believe that it is good for the training of young foreign service officers to try to attain some degree of continuity out of the experiences of past generations of public servants. What I happened to be doing in Theodore Roosevelt's administration was the second step in an assignment I was given in 1896, by Grover Cleveland and Richard Olney. Now, no matter what the text books say, Olney had very little use for most of the men around him and under him in the Department. He was a tough-grained Bostonian who knew perfectly well that he could not create foreign policy, but, because things had to be done, he was obstinately determined to try to do them and make his personal decisions stick if he could. Cleveland was an ordinary, average, run of mine, honest and courageous American. Nothing spectacular about him whatever, but a sensible sort of man. Those two men picked me to do a job. I was "to understand the peoples of the Pacific Basin." Cleveland was deeply troubled by what seemed to him—in 1896—"an inevitable explosion which might be fatal, because we aren't handling it right, and probably can't." He explained what he meant by the Pacific Basin: "the continental coast of Asia, with special understanding of the Chinese and Japanese Empires, because, as near as I can make out, they never have liked each other, don't now, and probably never will; the West Coast of America from Alaska to the Cape; and all the Pacific islands as far south as Australia and as far north as Russia. Nobody knows anything about Russia really. Russia is both European and Asiatic, belongs both in the Atlantic and the Pacific. Russia may be the key to the whole business or Russia may be the cause of the explosion." That, he told me, was my job, a lifetime job if I was interested in sticking to it in spite of all kinds of opposition. I was interested. I have stuck. I have expected "all kinds of opposition," have picked up the pieces and have gone on. That, today, is the World War in the Pacific and Asia. That is why I am not philosophizing when I speak of these things. I am speaking of facts. It has been my life.

The occasion of Cleveland's misgivings in 1896

was President Harrison's message to the Senate about the annexation of "the independent Kingdom of Hawaii." To it was appended a report by John Foster on our relations with Hawaii since their very beginning. It covered a great number of documents evidencing what Cleveland called the "greatest international skulduggery" he had ever imagined. What disturbed him most was that all these papers which should have been highly confidential were published as a Senate document and two copies graciously sent by the State Department to the Imperial Japanese Foreign Office. The Japanese, at that time, were keenly interested in all Western diplomatic procedure. Three things stood out in their study of these documents: the open contempt and dislike of Japanese expressed by our officials; the uncouth intriguing they evidenced to obtain our objectives; and their frequent reference to "our Plan to Dominate the Pacific." Japanese quite reasonably believed that their islands belonged in the Pacific, and were not towed in and anchored there under some sort of squatters' right. I had hardly reached my post when the Japanese staged a naval demonstration at Honolulu, in the most orthodox Western manner. I don't know if anybody among you has ever read those documents. I have long ago given up urging it in the Department. Recently I have been more successful in arousing the interest in that sequence of cause and effect of Dr. Donald Goodchild and Mr. Graves of the American Council of Learned Societies. A well-written book on that subject is overdue and seriously needed right now. I agree again: I should not assume that there is any continuity of knowledge of cause and effect, of the consequences of acts, or of consistently constructive measures to prevent friction turning to heat and explosion. I should have only gone this far: that Harrison's act did contribute to the precariousness of balance in the Pacific; that Roosevelt's act did disturb that balance to the point at which Pearl Harbor would become inevitable unless consistently constructive measures to prevent, under the most alert and understanding observation.

You are now all engaged in picking up the pieces. I think you will get nowhere at all with reconstruction until and unless you realize the fundamental flaws which cause these vacuums. You can bring in the best tools in the world. Some of the men Stettinius wants are as good as the best anywhere. The best tools cannot function in a vacuum and without motive power. Let your young men try and figure out what the flaw is—for it is remediable.

Sincerely yours,

WILLIAM FRANKLIN SANDS

(Continued on page 56)

FOREIGN SERVICE CHIEFS

THE HONORABLE JULIUS C. HOLMES ASSISTANT SECRETARY OF STATE

Brigadier General Julius C. Holmes, after winding up affairs in Europe on General Eisenhower's staff, took his oath of office as Assistant Secretary of State on January 29, 1945. He is in charge of Administration and Management for the Department of State and the Foreign Service. General Holmes was in the Foreign Service and the State Department from 1925 to 1937, when he entered private business. In this war he has served with General Eisenhower in the Mediterranean Theatre and on the European Continent. He was, at the time President Roosevelt named him Assistant Secretary of State, Deputy Chief of Staff for Civil Affairs in the European Theatre. General Eisenhower and the War Department reluctantly consented to release him for this highly important task.



MONNETT B. DAVIS

Designated Director of the Office of the Foreign Service, effective January 10, 1945.



SELDEN CHAPIN

Deputy Director of the Office of the Foreign Service.

News From the Field

FIELD CORRESPONDENTS

Argentina—Hiram Bingham, Jr.
Australia—John R. Minter
Bermuda—William H. Beck
Brazil—Walter P. McConaughy
British East Africa—Joseph Palmer, 2nd
Ceylon—Robert L. Buell
Central Canada—Eric W. Magnuson
Colombia—James S. Triolo
Egypt—Edward Dow, Jr.
Great Britain—Dorsey G. Fisher
Greece—William Witman, 2d
Greenland—John R. Ocheltree

Iran—Richard Ford
Jamaica—John H. Lord
Nassau—John H. E. McAndrews
Nicaragua—James M. Gilchrist
New Zealand—John Fuess
North Africa—J. Rives Childs
Panama—Arthur R. Williams
Sweden—George West
U. S. S. R.—Edward Page, Jr.
Union of South Africa—Robert A. Acly, Edward Groth
Venezuela—Carl Breuer

MANAGUA

Just at Christmas the staff of the Embassy at Managua received the unwelcome news that Ambassador Jimmy Stewart intends to retire from the Foreign Service and to leave for the United States early in the New Year.

James Bolton Stewart served the United States for almost forty years. Few men in the Foreign Service have been as genuinely and as universally respected and beloved as he. As an inspector, as Director of the Foreign Service Training School and as the chief at many posts, his warm human touch, his kindly counsel and his wise and capable action endeared him alike to his colleagues and to the peoples of the countries in which he lived and worked. His rule was: "Run a mile before you make an enemy" and he practiced it over the years.

Jimmy leaves the Service in fine health although Mrs. Stewart—Hats to her many friends—has been in the United States for almost a year trying to get the better of the five attacks of malaria she had in Managua. She is now with their daughter, Mary Lee Stewart Aid, in Austin, Texas, where the Ambassador will join them after a brief stopover at his old post, Mexico City. After a few weeks of rest, they plan to begin a round of visits to Jimmy's eight brothers and sisters.

Hundreds of officers and clerks in the Service all over the world will be sorry to learn of Ambassador Jimmy's retirement and will join with the staff at Managua in wishing him and Mrs. Stewart all sorts of good things in the years to come.

Ambassador Stewart, among many unofficial festivities, was tendered a luncheon by the Nicaraguan Cabinet, a cocktail party and a silver plate by the Diplomatic Corps, and a dinner dance at the Nejapa Country Club by President and Mrs. Somoza. On the morning of his departure, the Embassy staff presented him with a silver memento. A record-breaking crowd saw him off at the airport.

NASSAU

January 24, 1945.

On New Year's Day, Vice Consul McAndrews and Miss McAndrews entertained 46 guests at an "At Home" honoring the British Secretary of State for Colonies, Colonel Stanley. His Royal Highness, the Duke of Windsor, Governor of the Bahamas, and the Duchess of Windsor attended as well as government officials and officers of the British and American Forces in Nassau.

Admiral Walter S. Anderson, commanding the 7th Naval District, Miami, was a recent official visitor in Nassau. With the Vice Consul and Miss McAndrews he was entertained at lunch by His Royal Highness the Duke of Windsor and the Duchess of Windsor at Government House.

Among the social events in Nassau during the month was a turkey dinner given by Vice Consul and Miss McAndrews to the 50 American troops stationed there. Large tables were arranged on the second floor terrace, and the boys enjoyed all the trimmings of an American Christmas fete. A week earlier they gave a dinner for the officers.

Recent visitors at the American Consulate, Nassau, included Major General Ulio, Adjutant General, U. S. A., Brigadier General C. S. Adams, U. S. A., Lt. General George Grunert, U. S. A., Major General D. S. Wilson, U. S. A., Colonel Robert Duncan Brown, U. S. A., Colonel Howard Yocum, U. S. A., and Admiral Walter S. Anderson, U. S. N.

LIMA

A new basic law governing the operation of the Peruvian Ministry for Foreign Affairs and the Diplomatic Service is now in the final stages of discussion. As of possible interest to readers of the FOREIGN SERVICE JOURNAL the following notes are submitted concerning provisions of the new law:

1. An Advisory Committee on Foreign Affairs is to be created, composed of persons of outstanding



EMBASSY CHANCERY AT CHUNGKING BURNED

On the evening of January 20, 1945, a fire of undetermined origin completely destroyed the Chancery of the Chungking Embassy. Part of the files and equipment were salvaged from the ground floor. The Chancery was built on the site of the old French Embassy at Liang Fu Chih Road, Chungking, and the new offices were first opened for business on July 17, 1944. The Consular Section of the Embassy had remained in the previous Chancery at Chiu Ching Middle School. *Photo by Kenneth McLaughlin, OWI, Chungking.*

qualifications in the fields of diplomacy, jurisprudence, or economics. Members are to be appointed by the President of the Republic who will also fix the size of the committee.

2. Ambassadors and ministers are to be appointed from the career service except that the executive in special cases may name persons outside of it providing that they are "of demonstrable capacity and preparation for the office and have rendered services to the nation."

3. Article XIV provides for the rank of Minister-Consul General. Article XXI provides for a periodic rotation of officers between foreign posts and officers in the Ministry. Officers assigned for duty in the Ministry shall receive in addition to their salary fifty per cent of their *gastos de representación*.

4. In order to enter the diplomatic service a candidate must be at least 21 and under 30 years of age and a graduate in law or economic sciences. Successful candidates will be promoted to the grade of Third Secretary and will be required to remain at least two years in the Ministry before receiving a foreign assignment. Third Secretaries may be promoted to the grade of Second Secretaries after at least four years' service; Second Secretaries after four years of service may be promoted to the rank of First Secretary; after five years as First Secretary, they are eligible to promotion as *Chargé d'Affaires*, from which promotion to Minister will be made by merit. Compulsory retirement is provided for officers in the following grade at the following age:

(Continued on page 55)

The Bookshelf

FRANCIS C. DE WOLF, *Review Editor*

BALKAN BACKGROUND, by Bernard Newman, *The Macmillan Company, 1945. 354 pp. \$2.50.*

Balkan Background is much more than just another interesting book to read. It affords information essential to the understanding of many of the conditions and events leading up to World Wars I and II; it will need to be consulted frequently in interpreting the forthcoming political events of Europe and it will serve as a yardstick to gauge the adequacy of the measures by which the United Nations hope to insure future European peace. It outlines the major political and social problems of the Balkans and points toward the solution of some of them.

At the risk of over-simplification one might diagnose the Balkan case as a compound fracture of the population complicated by malnutrition. During the long period of Turkish domination, Christian workers were shifted about as the labor requirements of the moment dictated, thus races, creeds and nationalities were hopelessly mixed. An example of the ethnic hodge-podge is given in the 1930 census of Bessarabia which shows a population 56 per cent Roumanian but with substantial minorities of Russians, Ukrainians, Jews, Bulgars, Germans, Christian Turks, Gypsies, Poles, Greeks, Albanians, Armenians, Hungarians, Turks, Czechoslovaks, Yugoslavs and over ten thousand simply listed as "others."

The author, who has a thorough first-hand knowledge of his subject, contends there can be no lasting peace in the Balkans until its racial difficulties are resolved. More especially, he avers, "There can never be real and permanent peace in the Balkans until the problem of Bulgaria is solved." He concludes that since the basic difficulty in the Balkans is scrambled races, the sensible correction is to unscramble—not a tyrannical series of deportations but a sympathetic readjustment of populations in which the Roumanian, let us say, now living in Bulgaria, will find equal opportunity for livelihood and a more congenial atmosphere in Roumania.

However, readjustments of the ethnic situation are severely limited by economic parameters. The author deplores the inescapable fact that the Balkans, doomed by history to house peasant peoples, are not naturally agricultural lands. The area is crowded and poor land, already impoverished, is being forced to support a population far beyond its

capacity. Thus, while Rumania with its Danubian plains might absorb an appreciable number of repatriated Rumanians, Greece, with only 15.5 per cent arable land has but little leeway for population readjustments.

In addition to the dearth of arable land the plight of the peasant is further aggravated by a notable lack of transportation which renders the disposal of his produce highly problematical.

Obviously one of the prerequisites of economic security for the Balkans is an adequate transportation system. The development of local industries would be of permanent benefit.

The author argues that financing such a program cannot be effected by private capital for the reason that the private capitalist naturally expects the return of both capital and interest whereas while the Balkan countries might be able to pay interest they would be unable to return the principal. He indicates that financing the Balkans could better be handled as an investment in peace and humanity by the more fortunate nations of the world.

The book is well indexed and contains an adequate bibliography.

A. G. SIMPSON

FAR ON THE RINGING PLAINS, by George Rodger. *The Macmillan Company, New York, 1943. xiv, 295 pages. \$3.00.*

Far on the Ringing Plains is a thrilling, real life account of a 75,000 mile journey with a brilliant photographer for *Life* and *Time* Magazines through war-racked Africa and Asia. The scope of the book geographically is as expansive as that of the cosmic experiences therein related.

A unifying force holding together a book based on such distinct and unrelated experiences as those comprising the body of this running narrative, has been successfully supplied by Mr. Rodger through the medium of emphasis on his capacity as a news photographer and the single effect uniting all nations engaged in the single purpose of protecting freedom.

Acknowledging that his experiences as a war photographer are confined strictly to an informal narrative record, the book does not pretend to emerge as a critical, seriously scientific or official war book, nor is the author's capacity as a journalist at all camouflaged to create anything more than

a highly descriptive, completely absorbing story of his experiences in connection with obtaining the finest photographs ever taken during the progress of a war.

The scope of his 75,000 mile journey is confined to the panorama of war on the continents of Asia and Africa and is highlighted by many humorous as well as equally dramatic experiences. Beginning ostensibly on a three months' assignment to cover Free French activities in West Africa, Mr. Rodger's trip eventually leads him across Africa to cover the war in Eritrea and Abyssinia, and from there across the desert to Burma. The entire journey embraces Iceland, the Cameroons, North Africa, Eritrea, Ethiopia, Syria, Palestine, Transjordan, Iran, India, Burma, China and Mandalay with each stop-over highlighted by a unique or dramatic incident.

The vivid powers of description portrayed by the author are so well handled as to enable the reader to share Mr. Rodger's experiences almost as a fellow passenger with the imaginative powers greatly stimulated without the slightest taxation.

"La Mission de Reportage," consisting of a straight eight Oldsmobile and a light Chevrolet "Pick-Up" provides the author with the means of reaching Kufra where he joined the Free French Forces, and also provides the book with a good deal of wit and humor. The cortege was presided over by the "Baron," a highly amusing free lancer whose mania for organization and officious personality creates a lively relief—amidst the all too imminent danger closely allied with travel in war-swept areas as well as the natural forces of desert, hunger and cold. The "Baron" hung on through the trip from Kufra to Eritrea embracing 3,000 miles of desert travel and the addition of a "mad guide" who drove the entire 300 miles at break neck speed.

The first meeting of the British and Russian columns near Kazvin formed a scoop for Rodger and an exciting point in the book, but was quickly thrust into the background by the highly absorbing description of the jungle warfare raged with the Japs in Burma.

The book is filled with a host of experiences both truly dramatic as well as realistic while the completely disarming manner and informal style of the author permits you to enjoy his narrative to the fullest while he takes you right along with him. Such an approach will completely blot from your mind any lack of journalistic policies or prowess and make the Asia African war as much a part of your present awareness of all civilization's struggle for the right to live as any war book to date.

Many of Mr. Rodger's experiences have been

aptly illustrated with many of the photographs which formed part of his brilliant record of this campaign. A portion of this book was published in England under the title "Red Moon Rising" and a second portion is scheduled for publication there under the title "Desert Journey."

CAROL PRAY RYAN.

A HISTORY OF AMERICAN LIFE, edited by Arthur M. Schlesinger and Dixon Ryan Fox, consulting editor Carl Becker. Twelve volumes, \$30.00. The Macmillan Company, New York, 1944.

If you cannot get that home leave this year, if Johnny or Ann must wait another year before coming home to school, if Sir Anthony or Don Jaime or Monsieur Dupont have asked you "But just what is America?", here is the answer to your prayer which will bring America to your doorstep wherever you may be. It may seem expensive, at first blush, in terms of money. But it will pay you such ample dividends that it is just not worth arguing. What is it? How Americans have lived, fought, eaten, worked from the beginning to the day before yesterday.

Written by such people as Allan Nevins, Ida Tarbell and James Truslow Adams, you may be certain that here is sound history well written.

The following is a list of the twelve volumes, their authors and content:

- Volume I, The Coming of the White Man, 1492-1848. By Herbert I. Priestley.
- Volume II, The First Americans, 1607-1690. By Thomas J. Wertenbaker.
- Volume III, Provincial Society, 1690-1763. By James Truslow Adams.
- Volume IV, The Revolutionary Generation, 1763-1790. By Everts B. Greene.
- Volume V, The Completion of Independence, 1790-1830. By J. A. Krout and D. R. Fox.
- Volume VI, The Rise of the Common Man, 1830-1850. By Carl Russell Fish.
- Volume VII, The Irrepressible Conflict, 1850-1865. By Arthur Charles Cole.
- Volume VIII, The Emergence of Modern America, 1865-78. By Allan Nevins.
- Volume IX, The Nationalizing of Business, 1878-1898. By Ida M. Tarbell.
- Volume X, The Rise of the City, 1878-1898. By Arthur Meier Schlesinger.
- Volume XI, The Quest for Social Justice, 1898-1914. By Harold U. Faulkner.
- Volume XII, The Great Crusade and After, 1914-1928. By Preston W. Slosson.

FRANCIS COLT DE WOLF.

(Continued on page 62)

Press Comment

America's No. 1 Problem

(From "The Blade," Toledo, Ohio, December 12, 1944)

THROUGH the reaffirmation of America's traditional position calling for political self-determination for small countries and the legitimate speculation concerning measures by which this policy may be placed in effective operation, attention is directed toward two crying needs in our diplomatic procedure and setup if we are to make our voice as powerful as it should rightfully be in international affairs. . . .

The second great need is recognition of the demands that the abandonment of isolationism will make upon our State Department, for there never has been a time when the duties of our diplomatic service's personnel have been so arduous as they will be when America assumes its position as a leader in the world, or when it attempts to assume that leadership. No longer can the United States afford to allow chance to determine whether the secretary of state we obtain by sudden appointment is a man able enough to direct the department, or for him to wonder whether his department knows what it is all about.

In this field we might well follow the example of the British, for in recognition of the continuing importance of international relations, each department's working head includes the word "permanent" in his title. He does not change, nor do the men under him, each time the political wind veers. Diplomacy is their career and they have been trained in it from youth. They know all the answers, and, if political leadership changes and policies must be revised, they are able to present the information needed and to apply it practically to the new requirements.

We submit that the United States needs much the same system, and if the protest is raised that this would form a caste in a democracy, we answer that the same might be said of lawyers, physicians or any other profession. The position that the United States is about to assume in world affairs demands that we have none but the best in our diplomatic service—from the bottom up.

Careers in Diplomacy

(From the "Boston Herald," December 28, 1944)

Diplomacy is our first line of defense, yet we have not done very well in it. We do not train our diplomats as other countries do. Although we have had some career men and some outstanding ones, many of the occupants of our foreign posts have been businessmen or large campaign contributors. We pay our Ambassadors on a scale set up in 1855, which gives the American envoy in London a fifth of what Britain pays his opposite number.

Walter Hines Page believed that diplomats should be developed by training the most capable male babies from the cradle up. A Trenton, N. J., editor, James Kearney, after a swing at the Paris embassy, discovered that "There's a hell of a lot of difference between Paris and Trenton—and you notice it more in Paris than in Trenton."

Some students of the subject have suggested that the government should establish a school for diplomats, along the lines of West Point and Annapolis. But Hugh Gibson, who has given considerable thought to the problem, believes that the essence of diplomacy cannot be taught like military tactics, for there are too many imponderables.

But there is a vast field of basic knowledge that a diplomat must have, and Gibson recognizes that. In his book, "The Road to Foreign Policy," he gives a good deal of space to the Fletcher School of Law and Diplomacy, administered by Tufts College with the cooperation of Harvard University. That school is in the news just now because it is acquiring a new dean, Dr. Robert B. Stewart, of the Division of European Affairs and the British Commonwealth Division, of which he has been assistant chief.

The Fletcher School teaches international, diplomatic, maritime, commercial and aviation law, foreign relations and policies, international economic and financial affairs and similar subjects, and it conducts seminars in current problems. Today there are 42 of its graduates in the Department of State, 26 in other war activities like the Office of Strategic Services and the Foreign Economic Administration, 12 in other government branches, 5 in college or university teaching, 10 in research and administration in connection with colleges, others in such services as the League of Nations, the Venezuelan Embassy, the Institute of International Education, the American Friends' Service Committee.

the Royal Institute of International Affairs and the United Service Organizations. There are 106 in the armed forces, many of them in military government, and 19 in foreign business enterprises.

That impressive list is indicative of the services open to men trained in the fundamentals of diplomacy. And we may be certain that as the framework of an international peace organization is built, the scope of diplomatic careers will be greatly expanded.

State Department Shake-Up Offers Opportunity for Reforms

(From the *Foreign Policy Bulletin*, December 8, 1944)

Now that the United States has assumed in world affairs a role commensurate with its vast industrial and military power, it needs adequate machinery for the conduct of its vastly expanded international relations. In the past, the State Department had often functioned well in the achievement of the limited foreign policy objectives sought by this country. But, as it was functioning before the outbreak of war in 1939, the Department reflected primarily the relatively narrow needs of a predominantly isolationist country. Effective participation by the United States in an international organization that could really promise security to all nations will require far-reaching reforms in our system of conducting foreign affairs.

Changes Needed. The opportunity for reforms comes with the advancement of Edward R. Stettinius, Jr., to the post of Secretary of State as successor to Cordell Hull. Stettinius is not expected to initiate much policy. On major lines he may be content to follow the lead of President Roosevelt and intimate White House advisers; on minor lines he may accept the advice of the Foreign Service whose task, in the Department and in the diplomatic and consular missions abroad, is to deal with the technical details of day-to-day political matters. In the field of organization, however, Stettinius, an efficient businessman, could take a number of bold steps. During the past year he already has considerably improved the public relations of the Department. On December 4 the President announced a sweeping reorganization intended to strengthen the Department for its war and postwar tasks, with the removal of Adolf Berle, Jr., Breckinridge Long and C. Howland Shaw, and the appointment of Joseph C. Grew to the post of Under Secretary, vacated by Mr. Stettinius, and of William L. Clayton, Nelson A. Rockefeller and Archibald MacLeish to Assistant Secretaryships.

The first need in the Department is harmonious integration of its various offices. Today they some-

times conflict with each other, and the Department has no effective arrangement for reaching rapid decisions at the top, as is done by a military general staff, or for forcing subordinates to accept such decisions. Although the partial reorganization of the Department last January 15 was designed, among other things, to relieve the Assistant Secretaries of detailed work so that they might form part of a group of high policy-makers, the Department often seeks to arrive at decisions through a long series of consultations among high and subordinate officers who repeat familiar arguments.

A second essential need is reform of the Foreign Service. Its officers will need training in the requirements of a diplomacy suited to the prospective changed position of the United States, which will want energetic and well-informed agents actively advancing the interests of their country abroad. Members of the Foreign Service will better understand those interests if they are given an opportunity to meet men and women from all walks of life all over the United States. To make the service more attractive to a greater number of young men, the Department should further increase the pay level of its officers. In one instance, at least, a career man was drawing \$5,000 annually after 17 years of experience. The salary of Ambassadors has for long been \$17,500; to that now is added \$3,000 in allowances—allotted to all Ambassadors, whether they serve in Panama or Britain. Yet only a man of large independent means could hold the expensive post of Ambassador in London.

Economic Foreign Policy. A third need of the State Department is strengthening of its economic divisions. Past attempts to place administration of economic affairs in the Department have worked out unfortunately, especially in the case of export control, economic warfare, and foreign relief, but formulation of policy in economic affairs remains there. Invariably the political sections of the Department have stifled the initiative of the economic divisions. This experience suggests that a strong economic foreign policy may be developed more effectively outside the State Department, and consideration is being given in Washington to the possibility of turning over the long-term functions of the Foreign Economic Administration to the Department of Commerce. The United States needs a resourceful and active economic administration that will contribute to prosperity at home and stability abroad. The days are gone when United States commercial representatives abroad could perform the functions expected of them merely by gathering market statistics.

BLAIR BOLLES.

(Continued on page 48)

American Foreign Service Association Reception, February 1, 1945

THE American Foreign Service Association gave a reception in honor of the Secretary, the Under Secretary and the Assistant Secretaries of State at the Statler Hotel, on February 1, 1945. Over three hundred Foreign Service Officers and officers of the Department of State were presented to the guests of honor. Due to the brevity of the function, there was no receiving line but several Foreign Service Officers were assigned to each guest of honor to facilitate introductions: to Mr. Grew,

Messrs. Erle R. Dickover and James E. McKenna; to Mr. Acheson, Messrs. Albert M. Doyle and George F. Scherer; to Mr. Clayton, Messrs. Henry B. Day and Alan N. Steyne; to Mr. MacLeish, Messrs. Theodore C. Achilles and Homer M. Byington, Jr.; to Mr. Rockefeller, Messrs. John M. Cabot and James H. Wright; to Mr. Dunn, Messrs. Howard K. Travers and R. Borden Reams; and to Mr. Holmes, Messrs. Robert B. Macatee and Andrew B. Foster.

Mr. James W. Riddleberger, Member of the Executive Committee of the Association, introduced the speakers: The Honorable Joseph C. Grew, President of the Association, and the Honorable Julius C. Holmes.

Mr. Grew's Address

MR. RIDDLEBERGER AND GENTLEMEN:

It is, indeed, a unique occasion when a man is called upon to preside at a function which has as its object the extending of a welcome to himself, as well as other guests of honor. In all my experience I don't believe I have ever found myself in such a position before. However, as President of the American Foreign Service Association, I am very glad to speak for its membership and for the personnel of the Department who have very kindly joined us on this occasion, to welcome the new team of Secretaries of this Department to their new responsibilities and opportunities.

The description of this group of men as a team is highly significant. A "team" is defined variously by Mr. Webster, such as: "a number of animals moving together." Another one of his definitions is "a group or brood of young animals, especially of

Undersecretary Joseph C. Grew, President of the American Foreign Service Association, and Assistant Secretary Julius C. Holmes.

"THE TEAM"

Mr. Grew addressing over 300 Foreign Service and State Department officers. To his left may be seen: Assistant Secretaries Julius C. Holmes, Dean Acheson, William L. Clayton, Nelson Rockefeller and behind Mr. Acheson, Archibald MacLeish and James C. Dunn. Mr. James Riddleberger, Member of the Executive Committee of the Association, stands behind Mr. Grew.

Photos by Samuel E. N. Cox



VIEW OF THE ASSOCIATION RECEPTION

In the right foreground may be seen Mr. Perry N. Jester, Chairman of the Entertainment Committee of the Foreign Service Association talking with Mr. Edmund Montgomery, Foreign Service Officer assigned to the Passport Division.

Photos by Samuel E. N. Cox

Assistant Secretary William L. Clayton, one of the guests of honor, and Colonel William Culberton, former Ambassador to Rumania.



ducks." That might, of course, be a rather unfortunate allusion. The definition we would prefer, however, defines a team as "a number of persons associated together in any work; especially a number of persons selected to contend on one side in a match, as in *criquet*, or football." Another useful definition given by Mr. Webster is his description of "teamwork" as: "work done by a number of associates, usually each doing a clearly defined portion, but all subordinating personal prominence to the efficiency of the whole." That is the meaning which we want to give to teamwork in the Department of State and in the Foreign Service. What we really have in the relationship of the Foreign Service and the Department and the Secretaries who head up the work of this great organization, is a team within a team, and it is only when every member of the larger team as well as the smaller team fully dedicates himself to the work of furthering the interests of the team as a whole that we can hope to worthily achieve the objectives towards which we are striving.

We are in a match, a great match, a struggle which has to do not only with winning the war and winning the peace but in making secure and effective the place of our country in its global relationships. Together with our Allies our nation is committed to a vital role in world leadership, and the interests of each and every citizen of this great country will stand or fall according to whether our team, in the over-all meaning of that term, does its work well and faithfully, and as a team.

I am sure that I speak for every man and woman in the Foreign Service and in the Department when



I say that they are all looking hopefully toward the future of our work in conducting under the dynamic and inspiring leadership of Mr. Stettinius, the foreign relationships of the United States and to the manifold activities which are necessary to further our country's interests throughout the world. They are looking hopefully, I am quite certain, to the leadership which will come from this group of men who are our Guests of Honor tonight. And so it is that as we give a hearty "Welcome" to each one of

(Continued on page 55)

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At the U. S. Naval Training Center, San Diego, December 18, 1944, a group of American naval officers were accorded decorations by the Mexican Government in recognition of their efforts to bring about better understanding between the two countries. Left to right: H. T. Mooers, American Consul at Tijuana, Mexico; Commodore Robert S. Haggart, Commanding San Diego Naval Training Center; General Juan A. Castelo, Tijuana; Commodore Ignacio Garcia Juardo, Mexican Naval Attaché, Mexican Embassy, Washington, who presented the decorations, and Eliseo Ruiz Russek, Mexican Consul at San Diego.

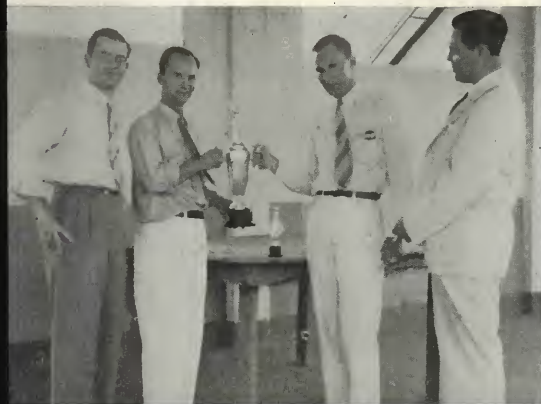
Upper right: American Consulate, St. John, New Brunswick, Photo courtesy George G. Fuller.

SERVICE GLIMPSSES

Ambassador James B. Stewart leaving Managua escorted on board plane by the Minister for Foreign Affairs, Dr. Mariano Arguello Vargas, and the Minister of the National District, General Andres Murillo (hand on arm). Photo by James Curtis, Legal Attaché.

Lower right: Surprise party held at the Naval Air Station, Coco Salo, Canal Zone, on November 7, 1944, to celebrate the 1st wedding anniversary of the George Palmers (Vice Consul at Colon).

Steve Shuttack, Embassy Clerk at Managua recently won the Esso Golf Trophy at the Nejapa Country Club. With the handicap of a stiff malarial fever, Steve turned in a creditable 160 for 35 holes to win.



Presentation of Gift to Mr. Shaw

On the occasion of the presentation of a piece of silver from the Foreign Service to the Hon. G. Howland Shaw, retiring Assistant Secretary of State, on January 19th at the Department of State, with Undersecretary Joseph C. Grew presiding as President of the American Foreign Service Association, the Secretary spoke as follows:

Mr. Shaw. Ladies and Gentlemen.

This is a Foreign Service gathering.

We are here, Mr. Shaw, to do honor to you on the occasion of your retirement.

You entered the Department in 1917 as a young man just out of college. At 47 you became Assistant Secretary of State in charge of the administration of the Department, in which you had started at the bottom 24 years before, and of the Foreign Service, in which you had achieved an equally distinguished career.

Your service abroad included the Paris Peace Conference and continued at Istanbul, where you became the mainstay of our representation in Turkey and won the reputation of being one of the outstanding officers of the Service.

Your ability, your vision, and your integrity became known through the Service and the Department during these years and were recognized when in 1937 you were made Chief of the Division of Foreign Service Personnel.

In 1941 you became Assistant Secretary of State. You were chosen for this high position, which carries with it the momentous responsibility for the destiny of the Foreign Service, from among 850 Foreign Service Officers. Your appointment was not only one of the highest honors which can be gained by a Foreign Service Officer: It was also a triumph of the Civil Service ideal and of the career principle. This ideal and this principle had been made, 35 years before and in the face of heart-breaking difficulties, the foundation of the Foreign Service as we know it today. The foundation was small and insecure at first but the patient and untiring labors of Mr. Carr, who held the same office before you, and his associates, for almost a generation, gave it such strength and vitality that we believe there is no other Foreign Service, nor any other branch of our Government, which equals the Foreign Service in the caliber of its men and the efficiency of their work.

You became Assistant Secretary of State only six months before Pearl Harbor and you carried the heavy responsibility of administering the Department and the Foreign Service in wartime. The responsibility was beset with extraordinary difficulties, but I believe I can say that not a single one of us has ever known you to be lacking, during

these trying years, in patience and humor and justice.

Your friends are happy to know that you have a second interest which means so much to you and to which you are devoting your talents and your energy. You are singularly fortunate in this, and the field of your interest is singularly fortunate to have you. Throughout the history of our country there has never been a time when the problem of our young people was so challenging and needed so much the service of a man of your conviction, ability, and understanding. You have already gone far in this field and I predict that the future will find you making ever more constructive and progressive contribution in this work which is of such vital importance to the future of our Nation.

All of us here wish you from our hearts every success and satisfaction in your new labors and all good health and happiness in the years to come. We join in presenting to you from the Foreign Service this token of our appreciation of the 27 years of devoted service you have given to your Government and your Country.

BIRTHS

THURSTON. A daughter, Ruth, was born on March 4, 1944, to Mr. and Mrs. Ray L. Thurston. Mr. Thurston is Vice Consul in Bombay.

THIEL. A son, Michael F., was born on January 2, 1945, to Vice Consul and Mrs. Cyril L. Thiel in Matamoros, Mexico.

MARRIAGES

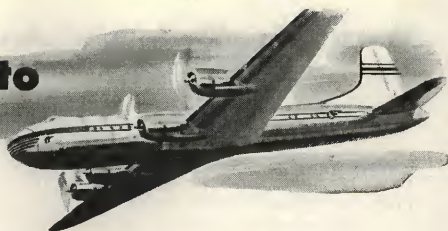
BARNES-NEU. Miss Louise Alice Neu and Mr. William Barnes, Foreign Service Officer assigned to the Department, were married in Springfield, Ill., on October 17, 1944.

LA VISTA-KING. Miss Ruth Patricia King and Mr. Vincent La Vista were married in Ferguson, Missouri, on January 6, 1944. Mr. La Vista formerly Attaché in Madrid, is now assigned to the Department.

IN MEMORIAM

FISHER. Mr. Dwight Fisher, until recently Vice Consul in Toronto died January 15, 1945, in Toronto.

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BOLIVIA	MARTINIQUE, FWI
BRAZIL	MEXICO
BRITISH GUIANA	NEWFOUNDLAND
CANADA	NICARAGUA
CANAL ZONE	PANAMA
CHILE	PARAGUAY
COLOMBIA	PERU
COSTA RICA	PORTUGAL
CUBA	PORTUGUESE GUINEA
CURACAO, NWI	PUERTO RICO
DOMINICAN REPUBLIC	ST. LUCIA, BWI
ECUADOR	ST. THOMAS, V.I.
EL SALVADOR	SURINAM
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FRENCH W. AFRICA	URUGUAY
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Wanted: A Latin American Corps in the Foreign Service

By EDWARD G. TRUEBLOOD, *First Secretary, Lima*

THE time has come, in my opinion, when the American Foreign Service should build up a group or corps of officers qualified for service in Latin America and interested in spending the major part of their careers in this area. I realize that many people are opposed to such regional specialization, holding that it tends to narrow an officer's experience and prevent his developing into an all-around officer able to go anywhere and do anything. The question now is whether there is any further place in the service for the "Jack-of-all-trades" type of officer who tends to have a smattering of many languages and mastery of none and who wanders from Bangkok to Budapest to Buenos Aires, picking up a fragmentary knowledge of utterly unrelated economies and cultures.

I have seen this last type in action in Latin America over a respectable period of years and question their value. It is not that most, practically all in fact, do not try to do a good job. They do, but the important consideration is that they are not happy trying to do it. Bluntly, it is the rare exception for an officer or clerk with predominantly European or Asiatic experience to be happy in Latin America. The reasons are, of course, not obscure: living is not as pleasant in many ways physically or aesthetically in the newer countries of this hemisphere as it is in many of the countries of the old world. Culture here is less developed, theater and music are often completely lacking, museums and libraries are only making a beginning, and it is not always possible to take the "side trips" which make service in Europe and the East so interesting.

Not only are the physical and cultural surroundings found trying, but also the inhabitants of the New World and their temperaments seem incomprehensible. The Latin American (or the American, for that matter) often has no severer critic than the European, in whose opinion he is lazy, opportunistic, dishonest, and a cultural cipher. The old bromide that people are the same the world over has its truth, of course, but physical, cultural, and ethnological factors naturally have their influence. It is not surprising that the citizen of Asunción or La Paz or Quito or Keokuk should have a different behavior pattern from the burgher of Rotterdam, the Basque mountaineer or a Sicilian farm-

er. It does not follow that any one type has a monopoly of all the virtues or of all of the defects.

To a certain type of officer Latin America presents a challenge, to others this challenge is lacking. Our aim in the service should be to form a corps composed of officers who see this challenge, who are willing to spend most of their career in Latin America and to take places and people as they find them, and who are physically fit for the great variety of climatic and health conditions encountered in these Republics, ranging from tropical seaports to high-altitude capitals. These men will find of tremendous interest the political, social and economic problems of the New World and will realize their vital importance to the United States. Naturally, their service should not be continuous in this field, but should be diversified by an occasional assignment to the Department or to posts in countries having some affinity with or interest to Latin America—Spain, Portugal, Russia, the large trading centers such as London, Rotterdam, et cetera. This would give them change, but purposeful change.

These specialists would, of course, know Spanish and Portuguese fluently, since anyone with firsthand knowledge of Latin America realizes how indispensable it is for officers serving in this area to have such linguistic equipment. It is the rare officer sent to Latin American posts without such attainment who can turn in a completely effective performance. People are inclined to overlook the fact that a language is not merely an unrelated instrument, but one which can unlock a whole succession of doors. I suspect this is especially true in Latin America, where foreign tongues are not spoken to the degree they are in other parts of the world. The American Foreign Service Officer who goes to the trouble of learning fluent Spanish or Portuguese will find his efforts repaid many fold. Not only will his value to the service be enormously increased, but he will also place himself in a position to enjoy the friendship of persons in many circles from whom he would otherwise have been entirely cut off. It is only natural that citizens of the other American Republics prefer to deal with people from the United States who can speak to them in their own languages, who have a genuine interest in their countries and problems, and who come to the "good



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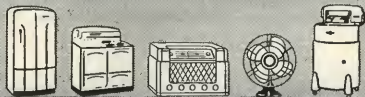
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We deeply appreciate our friendly relations with the members of Foreign Service Missions of our Government and shall, as always, serve them only the very finest.

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neighborhood" on these terms. The rewards, both tangible and intangible, will be appreciable, and our relations correspondingly enhanced.

War conditions have brought home once and for all the definite need for a corps of Latin American specialists. The many intricate problems which have had to be dealt with during this period, the increasing complexity of internal political developments in the American Republics and in their relations with each other require officers with long and consecutive training in this area.

The closing of many of the Foreign Service establishments in Europe and Asia released many officers and clerks for service in Latin America. While there is no desire to detract in any way from the splendid contribution which these persons have made, it has been my experience at least that not more than a handful regard Latin American service as anything more than a transitory phase in their careers. It is logical to expect, therefore, that the great majority of this group will be transferred as soon as conditions permit to areas in which they have specialized and which they find more to their liking. As this group is withdrawn from the Latin American area, their places will have to be taken by officers and employees already trained in this area or recruited for that purpose. This would seem to be a logical time to give careful thought to the possibility of enlarging and strengthening our corps of specialists for Latin America, even though recruitment has to be postponed until new officer material is released by the armed services. Due to the vastly increased interest in the United States in our sister republics in this hemisphere, it should be a relatively easy task in the future to obtain the services of men and women eager to spend the greater part of their careers in this important area. In this way we will not only be strengthening our diplomacy, but our Foreign Service offices will become happier and more efficient establishments.

Officers who spend their career in Latin America should be able to look forward to the possibility of reaching the grade of Chief of Mission, if their services justify this promotion. An objective examination of the records of our envoys to Latin America will, it is believed, conclusively show that the greatest measure of success has been gained by officers with long experience in this area, with a liking for it, and with fluent knowledge of its languages. A thoughtful policy in this regard would hold to a minimum promotions of officers with service almost exclusively in other areas to ambassadorial posts in Latin America. While officers so honored are naturally grateful for the opportunity of reaching the top grade, they are inclined to re-

gard their ambassadorial sojourn in Latin America as transitory and as essentially a stepping stone to a post as Chief of Mission in other areas of the world in which they are more interested. This introduces elements of instability and maladjustment which could easily be avoided by fuller utilization for the top posts of officers with consecutive experience in Latin America and temperamentally adjusted to service in that area.

D-DAY IN CASABLANCA

(Continued from page 19)

there and Ernest went to wake Mr. Russell and Jimmy Brooks who were sharing a house nearby. When they came, we settled down to a night of waiting.

You can easily imagine how tense and excited we were. Every tiny detail of the arrangements was discussed forward and backward, in and out. A few jokes were repeated until they became unbearably stale. Some of us paced the floor, some tried sleeping on tables, and four of us started a game of bridge and tried to concentrate on the cards.

Ernest was supposed at some time during the night to go to Rabat, the capital of Morocco, about fifty miles to the north, and deliver the President's letter to General Noguès. (It enclosed another letter to the Sultan.) I begged to be taken along and it was finally agreed that I should go, but in a different car, so that if one car broke down, the expedition would not be a failure. But there was still some delay.

I had better explain. General Emile Béthouard, the youngest French general, who had commanded the successful French landing at Narvik in the spring of 1940, was then *Commandant de la Division de Casablanca*. He had agreed to lead the movement in our favor in Morocco. That night he had been warned that the landing was due the next morning and had set in motion the prearranged plans.

The Commander-in-Chief of the French Army in Morocco had been kidnapped and taken to Meknès, some 150 miles inland. (It is said that he submitted quite amiably, because he had been taken prisoner during maneuvers a few months before, and thought this was also a game.) General Béthouard himself had taken possession of Army Headquarters in Rabat and had surrounded the Residency, as General Noguès' palace was called, with guards. It had been hoped that General Noguès would submit to persuasion and join the winning side. But something had gone wrong.

Whether General Noguès had been warned by his nephew-in-law, who was Béthouard's aide-de-camp, or whether there had been some other slip,

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In prewar Marseille spectators watch an outlawed bullfight through a crack. A Geographic photograph by W. Robert Moore.

The NATIONAL GEOGRAPHIC MAGAZINE—Gilbert Grosvenor, Litt.D., LL.D., Editor—Washington 6, D. C.

in any case he had had sufficient notice to barricade himself in his palace with a few loyal troops. Argument was unavailing. He professed to believe that the whole thing was just a bluff to force him to join the Allies, that there would be no landing, just a commando raid, and that General Béthouard was merely an ambitious traitor.

General Béthouard himself was unwilling to use force against his superior officer. He was naturally sensitive to French military tradition and the duties of a good soldier. He did not know quite what to do. Perhaps the Americans could present superior arguments.

All the while we were waiting in Casablanca. Finally about four o'clock the signal came and Ernest and I roared away.

I had great difficulty in keeping up with him. The dashboard light in the car I was driving was lit and I could not find the switch to turn it off. It blinded me so that I could not see the road, and finally in desperation I squeezed my finger in and deliberately smashed the bulb. I remember thinking that I would probably be held strictly accountable for such wanton destruction of government property—it was a government-owned car—and then realizing that the exigencies of war were really of more importance

than the principle of conservation of public property. I should not be surprised, however, to get a statement of balance due for that bulb any day now.

It was a wild ride, rushing down the empty road in pitch darkness, carrying (or at least following some one who was carrying) a precious document which might prevent hundreds of lives from being lost the next morning. We made Rabat, fifty miles, in forty-five minutes.

We whizzed through the dark and empty streets up to the hill where all the public buildings and official residences were. A sentry stepped out of the shadows. "*Consulat d'Amérique. Allez, passez, Monsieur. On vous attend.*"

We drew up in front of Headquarters. Ernest went inside to confer with General Béthouard.

It was an amazing scene in the darkness. People who looked like school teachers or grocery clerks kept riding up on bicycles with messages on little slips of paper. Pairs of officers would pass, gesticulating and arguing in excited undertones. Squads of soldiers would appear out of the darkness, stand at attention for a while and melt away again. I remember seeing a whole platoon of spahis which kept reappearing and disappearing in the darkness. A week later I learned that their commanding officer

had ordered them out to help General Noguès but had neglected to tell the lieutenant in charge where he was to report or which side he was on. They had wandered around all night trying to make contact and had finally returned to their barracks.

One sentry ambled over to me and asked: "*Monsieur*, is it true that the Americans are coming this morning? We were told that we were going on maneuvers."

The actual confusion of an historical event is very far from its smooth reproduction in the history-books and this point will be amply illustrated throughout my story. A particularly amusing incident, however, happened while I was waiting in the darkness, although I did not hear about it until afterwards.

General Noguès, after many telephone calls, finally succeeded in arousing M. Hardion, his *Chef de Cabinet* or principal executive assistant. "Come over to the Residency right away," he said. "I haven't time to explain." M. Hardion, in puzzled obedience, set out to climb the hill. He was stopped by a sentry, one of General Béthouard's. He explained who he was and the sentry, impressed with his rank and not knowing what was going on, gave him General Béthouard's password: "Douaumont." M. Hardion passed several sentries quite successfully with this password and was feeling fairly sure of himself when he reached the Residency. A sentry was standing at the door.

"Douaumont."

"Comment?"

"Douaumont."

"Ah, traître."

And M. Hardion found himself under arrest. He had a hard time explaining to his chief how he came to be in possession of the wrong password.

After what seemed an hour of waiting, Ernest came out of Headquarters and drove off to deliver his letter. The Residency was scarcely three hundred yards away. In a minute he was back, having lost his way. The second time he was gone about five minutes.

Apparently he had found his way all right, but when he knocked on the door a sentry inside had refused to admit him. He had tried to explain his mission but the sentry had replied: "Withdraw or I fire."

There was another long conference with General Béthouard. It was finally decided to telephone Noguès and point out the inadvisability of refusing to receive a communication from the chief of state of a foreign power. Noguès refused to allow any one to enter his stronghold, but at last agreed to

*The name, rich in sentimental associations, of a military cemetery near Verdun.

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send M. Dugardier, his *Chef du Cabinet Diplomatique* (or Foreign Minister in the miniature hierarchy of the Protectorate) to the front door to receive the letter. Ernest set off again.

By this time it was about twenty minutes past six, Moroccan Time, and there had been no reports of a landing. You will recall that H-hour was five o'clock Greenwich Mean Time. There was some confusion in all our minds as to whether 5:00 A.M. G.M.T. was 5:00 A.M. or 6:00 A.M. Moroccan Time. Actually it was 6:00 A.M., but most of us thought that it was 5:00 A.M., and therefore that the landing was more than an hour instead of only twenty minutes overdue. A small boat had been seen off shore near Fedala about twenty miles north of Casablanca, but it might have been a fishing smack. We began to feel the icy fingers of uncertainty.

Ten minutes passed and then we heard the dull boom of distant guns. A great wave of relief swept over us. I heard cries of "*Ca y est.*"

A moment later Ernest was back. He had duly handed in his message and then had waited in the darkness at Noguès' door. Dugardier returned with a negative answer. Ernest had asked him the reason for Noguès' attitude. Dugardier had replied that the general believed that Allied shipping losses had been too great and American production was too far behind to permit us to engage in full-scale military operations at that time. We were probably only making a commando raid in the hope of thereby forcing his hand.

It was while Dugardier was saying this that the big guns started booming and Ernest probably felt that any other reply would be superfluous.

It is interesting to observe that German propaganda in this case was sufficiently effective to convince even General Noguès, who might have been more accurately informed about our strength by the French Embassy in Washington.

As General Béthouard was still unwilling to use more forceful measures to persuade General Noguès, there was nothing for Ernest and me to do but report back to the Consulate.

As we drove back dawn was breaking. We could hear the guns coming nearer and as we approached Casablanca we could see tremendous flashes through the morning haze which hung over the sea. At Fedala there was a big fire, a gasoline storage tank perhaps. As we raced through the empty streets we noticed here and there squads of Senegalese soldiers setting up machine-guns with slow, bored gestures.

The Consulate was surrounded, however, by militiamen, standing in little knots under the trees. The gates of the garden were locked. When we drew up and turned our motors off, we could hear occasional spurts of anti-aircraft fire.

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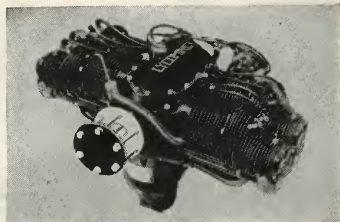
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The officer in charge of the militiamen turned out to be an old friend. He explained that General Noguès had not been wasting his time, but had been telephoning all over Morocco mustering his friends. He had sent orders to the Casablanca garrison relieving General Béthouard of his command and appointing Admiral Michelier, the Commander of the Naval Base, commander of the garrison as well. As the officers in Béthouard's headquarters had only the most discouraging news from him in Rabat, they had submitted.

An hour or two later General Béthouard surrendered, all his supporters having left him one by one. The troops which according to the original plan would have surrounded the headquarters and residences of the Axis Armistice Commission were sent to our Consulate instead. They had orders to allow no one to enter or leave the building.

The officer in charge did not feel that his orders entitled him to arrest stray American officials. He would not allow Ernest or me to enter the Consulate. We were therefore free.

By this time someone in the Consulate had noticed us and the whole population came trooping out to the gates. Ernest made his report to Mr. Russell through the bars while I exchanged jokes with the others. They seemed to be comfortably installed and arrangements had been made for food and blankets to be brought them by Mesdames Russell and Brooks. After distributing cigarettes to the militiamen, who seemed annoyed at having their Sunday rest disturbed, we drove off, Ernest to Anfa and I to my hotel.

The streets were absolutely empty. I wondered why. Heavy sounds of firing from the port area answered my question almost at once. When I reached the hotel there was a little knot of people in the door, peering out at the sky. I waved to a porter to come and get some things I had in the car, but he looked firmly in another direction. I drove around the corner to put my car in its garage. The caretaker pointed to a gaping hole in the cast-iron roof. Shrapnel. On my way back to the hotel, a man dashed out of a nearby cafe, shook my hand and insisted on offering me a drink. I explained that I had been up all night without eating, but he dragged me back into the cafe, laughing and shouting: "*Vive l'Amérique!*"

I broke away as soon as I could and succeeded in reaching the hotel. The people in the doorway were mostly clerks from the German Consulate. I brushed past them, begging their pardon in French with excessive urbanity. Inside the girl at the desk said: "I told you that telephone call was important."

I couldn't answer that one, so I asked for breakfast in my room.

When I had finished eating, I felt an aching fatigue in my legs and head. I tried going to sleep but the noise of the guns was too great and my heart would not stop pounding. I took a bath and then went up to the hotel roof which had a view of the port and the sea beyond.

It was then nine o'clock. The only people foolhardy enough to go out on the roof and risk being hit by shrapnel were Kay Andersen, a clerk from our Consulate, two men clerks from our offices in Tangier and Algiers who happened to be passing through Casablanca, and a Dutch couple, reputed to be pro-German.

The view of the naval engagement then drawing to its close was magnificent. It was a bright sunny day. In the immediate foreground the port was a mass of wreckage, there were great holes in the warehouses and here and there ships overturned or burning.

Three medium-sized passenger-vessels which had come in from Dakar the night before were complete wrecks. Kay told me that earlier there had been a tremendous flow of ambulances to and from the port, and I feared that many of the several thousand women and children whom the liners were evacuating from Dakar in fear of a second British attack had been killed. We learned later, however, that they had all been cleared from the ships and taken to town the moment the fighting began. Not a single one was hurt, but their baggage, which they were compelled to leave behind, was a total loss. The ambulances were filled with French sailors or civilian employees of the port, on whom our dive-bombing had taken a heavy toll.

The *Jean Bart* seemed to be untouched, and was emitting thick black smoke from her funnel. She was probably getting up pressure to operate her gun-turrets, a process which takes many hours. I am told, if the engines have been allowed to cool. Near the shore to the north of the port we could see the beached and burning hulk of the *Primauguet*, and beyond her the various escort-vessels. About a mile or two out in front of the port, one or two destroyers and escort-vessels were zig-zagging back and forth in frantic haste. Above them were a few tiny planes with leisurely grace, which now and then would slide effortlessly down and drop their shiny loads. Great towers of green water crowned with foam would rise suddenly, dwarfing ship and plane, and equally suddenly disappear. Much later would come the sound of the explosion.

Most of the noise, however, came from far out at sea where we could still see the great flashes of gunfire. Nothing else was visible, until I went to get my field glasses. Then I could pick out, dimly outlined in gray against the gray horizon, a tremendous

wall of steel stretching as far as I could see. By watching closely, we could see the movements of the big cruisers and battleships as they wheeled and turned, firing now at the port, and now at the batteries on the coast to north and south. The American Fleet! That terrible array of murderous instruments seemed somehow kind and good and we wanted to wave to our boys out there.

The ships were using exclusively non-explosive shells, I was told later by an admiral, since naval gunfire cannot always be perfectly accurate and they were afraid of killing civilians. As a matter of fact, only a few shells did land in the town. No official figures were ever published of the civilian mortality, but the two or three deaths I did hear about were due to shrapnel or fright.

I was not aware of how feeble the French anti-aircraft fire was until about a month later when we had our first and only German air-raid. A magnificent picture taken by Elias Elisofon was published in *Life* showing the fantastic pattern of the tracer-bullets from the American merchant-ships in the harbor. But it did not even suggest the deafening roar beside which the French ack-acks that Sunday morning seemed a feeble sputter.

Whatever we may think of their political opinions, great credit is due to Admiral Michelier, his officers and men, for their gallant fight that morning against an overwhelming enemy. They had only a little squadron against a whole fleet; they had no protection against dive-bombers and yet their little escort-vessels again and again dashed in to fire a salvo at close range. Their losses, killed and wounded, must have been close to two thousand, perhaps more, and included some of my personal friends.

(To be concluded in the April issue)

PRESS COMMENT

(Continued from page 31)

They Also Serve

(From the January issue "Grace Log")

American diplomatic and consular officers of military age, as a class, have been done a cruel injustice by a few false charges that they are dodging military service.

The permanent Foreign Service of the United States is a career service just as much as the Army and Navy. Appointments are made after a severe examination in foreign languages, international and commercial law, and a wide range of basic knowledge essential to representation of the United States Government abroad. Especial attention is given to the personal qualifications and natural aptitude of the young men who seek to make diplomacy their life work.

Starting at the foot of the ladder, foreign service officers are sent wherever the State Department thinks they can be best employed in the interest of the Government. As they advance, they are sent to different parts of the world in accordance with this rule. Their wives and children usually go with them even to comparatively undesirable and sometimes unhealthy posts of duty. Their labors are arduous, particularly in war. While their positions are secure, subject to competence and good behavior, a foreign service officer can no more be certain of becoming a Minister or Ambassador than every Army or Navy officer can be sure of a General's or an Admiral's commission.

In war the Foreign Service is a vital war agency. Our foreign policy with all its activities is geared to the task of victory. Yet there has been thoughtless and sometimes malicious criticism of foreign service officers of military age on the score that they are enjoying safe and cushy jobs. Nothing could be more unjust. The State Department has been granted no general exemption of foreign service personnel from the draft. The only cases where exemptions, or rather deferments, have been requested, have been instances where it would have been injurious to the interest of the United States Government and the war effort to deprive the Foreign Service of necessary persons who could not be satisfactorily replaced. They have been few.

At the beginning of the war, the Department advised Foreign Service officers they would not be permitted to resign to take commissions in the armed forces since they were deemed already to be rendering a war service for which they were especially trained.

As the war went on, the draft boards throughout the country began to call them and a number of permanent foreign officers have been inducted to the serious detriment of the Foreign Service. Some competent officers, stung by the criticisms and imputations mentioned, have thrown up their jobs and volunteered for military service.

It has often been said that this is total war. In war each man and woman must serve as duty dictates and this is doubly true of those who are in the permanent Government service. The least the press and the public at home can do is to give our diplomatic and foreign service officers the credit they deserve.

JOURNAL INDEX

The Editors wish to announce that the 1944 *Index* to Volume 21 of the *JOURNAL* has been printed and is available to all subscribers of the *JOURNAL* upon request to the Editors of the *JOURNAL* at the Department of State.



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Jack Frye President, TWA



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THE AMERICAN FOREIGN SERVICE JOURNAL

SUGGESTIONS FOR IMPROVING THE FOREIGN SERVICE

(Continued from page 15)

They would also do well to consider changing the present practice of lumping together practically all young officers in the Unclassified grades under the indiscriminate rating of Satisfactory.

In the expanded Service new ways must be found to keep officers up to date on developments at home, in the Department, and in their specialties, as well as to enable the Department to reassess the abilities of an officer after a number of years of service. In the peacetime U. S. Army a system of schools and staff colleges was evolved to meet this need. A similar scheme might be adopted for the Foreign Service. It would not necessarily involve a formal session of schooling although such an *Ecole Supérieure* has fascinating possibilities. The selected Foreign Service officers, before passing into the higher grades, would be given special opportunities to work and consult at relatively high levels, not only in the Department, but in any Government agency, in any business, research organization, or university where possibilities seemed to exist for widening the background of the Foreign Service Officer.

The opportunity for a synoptic examination in Washington of a fairly large number of officers would help to solve the Service's peculiar problem of judging men on work done under dissimilar conditions in every latitude of the globe. The Foreign Service Officers who have gone through the machinery with credit would form an important but by no means exclusive source of men for the highest posts in the Service.

At the same time, a proportionate number of posts should be available to other officers who have demonstrated exceptional ability in administrative and coordinating work, of the same order of importance, but of different kind from policy work.

The ability of an officer to make himself the best possible contact between his government and a foreign people is not a thing which is learned in any school or system. The best test of any Foreign Service Officer's capacity and usefulness remains his performance under responsibility in field assignments.

A rationalization of our system of consular representation should be considered while improvement of the service and its administration are planned. In Western Europe, particularly, before the war there were too many consulates absorbing high grade personnel where functions were purely nominal or even definitely trivial. Many such offices can be closed, and personnel and travel allow-



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ances at a few larger consulates and missions might be increased to handle residuary tasks. This suggestion in no way overlooks the special value of consular establishments in the Near and Far East, or in Russia after the war, nor does it fail to take account of the fact that a consular post of no particular importance in peacetime may take on extraordinary functions in times of emergency justifying its interim hibernation.

The obvious solution of many problems of the service, although difficult to achieve, is to bring more of the Foreign Service Officers home more often. Since some time shortly after Munich, most of the young men have been kept continuously abroad for good, but extraneous, reasons. They have usually stood by while men from the emergency agencies have made ten trips home to their one, returning to the field brimful of vitamins and lore from the fountainhead. The Foreign Service officers were considered the front line while Washington was the preserve of the married man and the man already past the formative period. It is time the log jam broke.

An established ratio of home service to foreign service should exist. It does not seem excessive to expect that an officer, to keep contact with the American scene, should spend at least five years in the United States, spaced throughout the first fifteen years of his service.

Incidentally, since the young men are still forbidden to contract foreign marriages, since they cannot go home, and since few American women can come abroad, the Service seems about to breed a long line of bachelors! One solution to this state of affairs would be to require the prospective bride to reside a stated period in America, after which, if the banns have not been forbidden meanwhile, the marriage could take place and she would become eligible for naturalization under the rules provided for wives of American citizens.

The improved Service will require an enlarged corps of Foreign Service inspectors with increased funds at their disposal. The inspector should be able to spend more time at key posts and to compare the work of its staff with that of other offices. He should be able to contribute suggestions about the substantive work of the mission in addition to weighing its efficiency narrowly by the standard of the Foreign Service Regulations.

The general written examination for the Service should remain extraordinarily difficult and be modified currently according to the changing concepts of what the service is to be. If many specialists are to come from outside the Service ranks, the examination itself might reflect less specialization,



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or at least include more scope in optional questions for the mind trained in the older classical and cultural disciplines.

Little weight is given in our examination and in the Service to knowledge of languages except in the Near and Far East specializations. This is on the attractive and democratic theory that to do otherwise would favor the *jeunesse dorée* of expatriate colonies rather than the sturdy young American who will pick up languages as he needs them. Unfortunately this doesn't happen so easily; yet one relative merit of the career man vis-a-vis the specialist is supposed to be his greater knowledge of the ways and tongues of foreigners.

It is suggested that officers receive a small extra allowance for each new language acquired. Additionally, all posts might be encouraged to apply for allotments to pay for language lessons. Many rumors penetrate to the field of fantastic advances in linguistics made by scientists who undertake to teach the "G.I." Arabic in sixty days. The Foreign Service should share the benefits of these researches.

The Foreign Service school should embody a more substantial curriculum than has been the case recently. Arrangements for "internee" work in the various divisions and in other Departments can be extended. The school might be conducted along the same lines as the "staff college" already discussed, although on a more elementary level.

Throughout the service more stress should be laid on reporting and writing good English. The individual reporting officer ought to get more precise indications as to the quality of his work from the Department. The Department has set up an imposing committee to study the contributions our service can make. In making this survey the most ambitious view of the potentialities of the Service should prevail. The criteria used in grading reports should be revised and grading should be done only by selected persons who are really qualified.

The detailed suggestions offered above are predicated on a broader view by the Department of the possibilities of the Service. Any Foreign Service officer can think of a score of organizational changes; those enumerated here are selected only because they seem close corollaries to the broad proposition.

To sum up, this paper urges that it is the Department's responsibility to plan, not only for the Foreign Service in normal times, but for all our Government representation abroad in emergencies. Such planning seems recently to be catching up with its responsibilities but it will require better use of the career men.

The Service can be improved by more flexible

use of its officers in activities outside their accustomed and traditional orbits; more opportunities for special training in economics should be provided.

The restrictions against service in the Armed Forces should be relaxed; if possible, arrangements should be made for Foreign Service officers to attend Army and Navy War Colleges.

Officers should be especially grounded in modern propaganda and public information techniques; a study should be made of the adaptation of public opinion polling methods to Foreign Service work.

A rationalization of our system of consular representation should be attempted; offices of only nominal importance should be closed.

A Foreign Service Staff or Graduate School should be developed to enable officers to keep abreast of new developments and, perhaps, to serve as a promotion filter in the expanded Service. The promotion system should be revised to permit more rapid advancement of talented men; the percentage limitation on numbers in the various grades in the Service at any one time should be re-examined.

More Foreign Service officers must return more often to the States if many of these objectives of an improved service are to be achieved; a fixed ratio of home service to foreign service should be established.

The restrictions on foreign marriages by officers should be relaxed. Special allowances should be created to encourage language study. The curriculum of the Foreign Service School should be given more substance. Greater emphasis should be laid on the reporting activities of the Service, and the grading system should be improved.

There is nothing organically wrong with the Service; fulfillment of its responsibilities requires only that it be used imaginatively and vigorously and that it be adequately supported by Congressional appropriations.

We are in the midst of a period of vast changes in the nature of relations between states. The style of diplomacy if not its substance must change accordingly. Foreign Services of all countries are under pressure to accelerate their rate of change; British complaints about their Service echo those heard in this country; in Dai Nippon the Imperial Rule Assistants find the Foreign Office too slow, and in the Reich, Ribbentrop's reformers found the old Wilhelmstrasse reactionary.

In our country the impression that formal diplomacy is about to be eclipsed probably springs from the dramatic work the new agencies have done in prosecuting special war aims, usually through Allied joint groups, where cooperation rather than contentious advocacy is the keynote, and special in-

sight into the psychology of remote and alien peoples is not required.

The impact on the Foreign Service of the new techniques and agencies will be beneficial in the long run. Yet if the specialization idea were to absorb the whole service, something particularly valuable would be lost. The necessities of prosecuting the war have imposed on the world a pragmatic outlook and a materialistic education strangely at variance with the war's ethical and ideological bases. In our universities the study of the humanities has almost ceased. There is a danger that the new generation may be inclined to apply to social science only those utilitarian tests which derive from applied physical science. The shibboleth will be: "Does it work?" or "Will it lead to the target?"

The common sense and catholic experience of the Foreign Service officer should canalize the kinetic energies of the specialist. At his best, the old line diplomat, who has lived the lives of many peoples and learned many disciplines, is a survival of humanistic culture. He can help give meaning and direction to an engineer's world. At his worst he is an airy dilettante living in an atmosphere which affords him no nourishment.

Our service should keep the harmonious balance between the specialist and the wise and human diplomat. So long as it continues its efforts for self-improvement, it will remain what its members empirically know it to be—the best in the world.

NEWS FROM THE FIELD

(Continued from page 27)

Minister Plenipotentiary, 65; Chargé d'Affaires, 60; First Secretary, 50; Second Secretary, 45; Third Secretary, 40.

Officials retired from the Foreign Service may continue to serve in the Ministry until reaching the retirement age established by the general public-official law.

Officers proceeding to foreign posts, if travelling alone, are granted an allowance for travelling expenses of fifty per cent of the cost of their tickets, thirty per cent additional if accompanied by one person, and twenty-five per cent additional if accompanied by two or more persons. In addition, installation allowances are granted as follows:

Ambassadors and Ministers Plenipotentiary, \$/6,000; Chargé d'Affaires and Secretaries, \$/4,000; Attaches, \$/2,000. (One sol now equals \$1.54)

Allowances for large families are made commencing with the birth of a third child. Every

four years Foreign Service Officers are entitled to return to Peru at government expense with their families. Article 90 provides that no officer may contract marriage without having obtained the prior permission of the Ministry.

Examinations to enter the Service will be held each year during the first two weeks of March and will consist of four parts: 1. Examination on foreign languages. 2. An oral examination based on a questionnaire containing twelve questions referring to the candidate's university studies. 3. A written examination consisting of the preparation of a monograph on a historical, juridical, or economic theme relating to Peru, the subject to be chosen by the candidate. A candidate may present a monograph previously approved as a university thesis. 4. Personal appearance and personality.

E. C. TRUEBLOOD.

ASSOCIATION RECEPTION

(Continued from page 33)

them, we also say "God Speed" and "Good Luck" in the tasks that lie ahead.

Gentlemen, I give you the toast: "Success to our Team."

Mr. Holmes' Address

MR. GREW, MR. RIDDLEBERGER, GENTLEMEN:

I am afraid I have not had time to prepare a speech and besides I have got writer's cramp from signing the large piles of mail that have come to my desk during the past day or two.

I am very happy to get back to the Department. I feel as though I had come home. I am glad to know so many of you who are present here and I hope to know all of you before long.

It has been only two or three days since I took off my soldier's suit. I found it profoundly true in the Army as it is in the Department and the Foreign Service that no matter how many good staff officers you have at the top, you must have good officers of the line down below to carry out operations. The Secretary has chosen us Assistant Secretaries as a team to meet the tremendous responsibilities that lie ahead, but we Assistant Secretaries must depend on you working as a team as well. A lot of fine work has been done by the Foreign Service and the Department and a lot remains to be done. There is ability and know-how in the Foreign Service and we shall build upon it and make maximum use of it in the days ahead. I want you all to know that I and the other Assistant Secretaries are counting on you and that you can count on us.



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LETTERS TO THE EDITORS

(Continued from page 24)

Local Rank

January 14, 1945

To the Editors,
THE AMERICAN FOREIGN SERVICE JOURNAL:

Another argument in favor of giving local or temporary rank commensurate with the duties being performed by certain officers who now have lower rank, has come to the attention of the JOURNAL. In most capitals where the highest ranking FSO has the Departmental title of Second Secretary it appears that it has long been the custom for such officers to use the title "Secretary" locally, without any indication of First, Second or Third. This subterfuge has been useful in avoiding confusion between the status of two or more Second Secretaries, and it has helped to avoid repeated minor misunderstandings and explanations of the Department's system of ranking. The very fact that the practice of using the title "Secretary" has become customary may counsel the advisability of the Department's making it unnecessary.

In only one instance that the JOURNAL can recall, the Department has given official status to the title of "Secretary" at a regular Embassy or Legation during the past ten or fifteen years—at Panama, where a Second Secretary who was the senior FSO for several years found that the anomaly of his rank created undesirable confusion.

Actually, there are few diplomatic posts now where the question of local rank arises in this particular way. There are more consular posts. The posts which stand out in the Foreign Service List as, in the Department's own judgment, meriting the assignment of higher-ranking FSOs than they now have, are the following (according to the List of October 1, 1944):

The only capital which is listed as meriting a Counselor and which now has a First Secretary as the highest-ranking FSO is:

Wellington.

(Rio de Janeiro is in a similar situation, except that it has a Counselor of Embassy for Commercial Affairs who has been Chargé d'Affaires a.i. between the incumbencies of Ambassador Caffery and Ambassador Berle.)

The only capital which is listed as meriting a Counselor and which now has a Second Secretary as the highest-ranking FSO is:

La Paz.

The capitals which are listed as meriting a First

Secretary and which now have a Second Secretary as the highest-ranking FSO are:

Ciudad Trujillo	Tegucigalpa
San Salvador	Reykjavik
Addis Ababa	Baghdad
Guatemala	Dublin

The only capital which is listed as meriting a First Secretary and which now has a Third Secretary as the highest-ranking FSO is:

Jidda.

The posts which are listed as meriting a Consul General and which now have a Consul as the highest-ranking officer are:

Montreal	Lagos
Algiers	Nairobi
Belfast	Guatemala
Dakar	Dublin

(Conversely, ten Consulates are now in the charge of Consuls General.)

The posts which are listed as meriting a Consul and which now have Vice Consuls as the highest ranking officer are:

Cochabamba	Belize
Florianapolis	Georgetown
Natal	Grenada
Pernambuco	Nassau
Santos	La Ceiba
Hamilton	Puerto Cortes
Niagara Falls	Ciudad Juarez
Sarnia	Durango
Bucaramanga	Guaymas
Cartagena	Mérida
Port Limon	Reynosa
Nuevitás	Funchal
Suez	Oporto
Guadeloupe	Ceuta
Oran	Melilla
Plymouth	Vigo
Southampton	Adana
Antigua	Izmir.

Sincerely yours,
F. S. O.

Rank and Title

Buenos Aires, Argentina,
January 18, 1945.

To the Editors,
THE AMERICAN FOREIGN SERVICE JOURNAL:

With reference to your article in the September 1944 issue on "Rank and Title in the Foreign Service," I agree with the proposal to give local rank to officers commensurate with the duties assigned to them.

Very truly yours,
GERALD WARNER,
Second Secretary of Embassy.

Temporary Rank

Legation of the
United States of America,
Cairo, January 13, 1945.

To the Editors,
THE AMERICAN FOREIGN SERVICE JOURNAL:

Your September editorial "Rank and Title" and comments thereon in the November issue call to mind some of the discrepancies that have existed in our Legation and Consulates in Egypt during the past few years.

Alexandria, which was demoted to a Consulate in 1941 when the combined office at Cairo took over its supervisory functions, has been manned successively by a Consul (Class VII), Vice Consul (Unclassified), Vice Consul (Class VIII), Consul General (Class III), Consul (Class VII) and Consul General (Class III). Admittedly, this city does not have the same importance for us that it has for certain European powers with large colonies residing in Egypt. Nevertheless, vestiges of the capitulatory régime still remain, and traditionally the consular corps has always played a leading role in the community. For reasons of prestige, if nothing else, the principal American representatives should have had the acting rank of Consul General (or Consul, at least, in the case of the junior officers in charge who were somewhat embarrassed on several public occasions by being relegated to a very lowly position in the glittering hierarchy).

During the same period the destinies of Port Said, also a Consulate, were in the hands of a Consul (Class IV), a Vice Consul (Unclassified), a Vice Consul (Non Career), a Consul (Class VII) and a Vice Consul (Non Career), while Suez, after breaking away from its parent and becoming a full-fledged Consulate, has been in the charge of a Vice Consul (Unclassified). Here the same considerations as for Alexandria apply, in a lesser degree, and it would have been an undoubted advantage to the vice consuls in charge at these ports in their daily work and contacts to have been given acting rank commensurate with the title of their posts.

From the time of Italy's entry into the war in June 1940 until the Axis forces were driven out of Africa, Cairo, from a strategic and political point of view, was a diplomatic mission of first-class importance. During that period, the burden of a very heavy load of political reporting was most ably carried by a Second Secretary. To facilitate his contacts with the many high military, government and diplomatic officials with whom he had to deal, efforts were made on more than one occasion to obtain for him the acting rank of First Secretary, (though Counselor would have been more appropriate). The Department felt, however, that his

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classified rank (Class V) did not warrant such a dignity (even though his career running-mate was made Minister Resident at a neighboring capital). After this officer's transfer, political reporting was undertaken by a First Secretary, and he has since been supplanted by a Third, whose access to important officials is naturally somewhat circumscribed.

One last and rather striking anomaly is furnished by the Foreign Service List for October 1, 1944, page 20. At London, the Ambassador is immediately followed in order of precedence by the Agricultural Attaché. He is followed by the Counselor, and next comes the Commercial Attaché who outranks the Economic Counselor. This, our largest mission, apparently boasts no First Secretary, but is able to muster a formidable array of sixteen Second Secretaries.

Surely many of these inconsistencies could be eliminated to the benefit of the Service by the judicious bestowal of purely temporary "acting" rank, as the JOURNAL has advocated.

Yours very truly,

DAVID LEBRETON, JR.

EDITORS' COLUMN

(Continued from page 22)

strate their aptitude and capacity should be released from military duties to serve their country in a new capacity.

We see no important obstacles to the application of this procedure. Special examinations can easily be devised which will satisfactorily sift the applicants and still allow for the special circumstances under which the test will be made. Adequate facilities are available within the armed service for notifying prospective candidates and for offering these examinations to them. If it is impracticable to bring to the United States for the oral examinations those who pass the written, Departmental or Foreign Service teams can quickly visit the most far-flung military theatres for this purpose. The example has been set by the release from active duty of Brigadier-General Julius C. Holmes to take up the post of Assistant Secretary of State in charge of the administration of the Department of State and the Foreign Service.

If the Department and the Foreign Service are not to justify the fears and disappoint the hopes and prayers of the American people, they must act now.

Surely we can spare a few hundred men, from our twelve million in the armed services, to help ensure that the fruits of the victory for which that twelve million are fighting and dying shall not slip from our grasp!

THE AMERICAN FOREIGN SERVICE JOURNAL

SUMMARY AND ANALYSIS OF PRIZE ESSAY CONTEST

(Continued from page 10)

versity would also be utilized, in the views of this group, for advanced training of older Foreign Service officers in specialized subjects.

Comparatively little emphasis is placed in the essays on the subject of buildings abroad. Several papers refer to the need for adequate and representative Foreign Service establishments, but the subject is not elaborately treated.

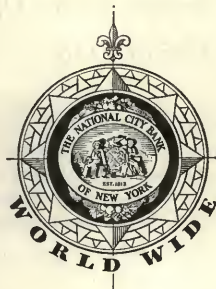
The general impression gained from the essays is that Service morale has dropped alarmingly during the war, due principally to (1) the establishment abroad of many new American government agencies, frequently with inadequately-trained personnel but with a salary scale much higher than the Foreign Service; (2) lack of promotions during recent years; (3) accumulation of routine duties, often performed for officials of other government agencies who have regarded the Foreign Service as merely a service organization for their needs; and (4) a suspicion that the Foreign Service is about to go through another experience such as it had in 1939, when a number of persons who had been unable to qualify for the Service by the regular means were suddenly incorporated into the higher brackets of the Service.

The basic reason given in the essays to support the suggestions for changes in the organization of the Service is to improve morale as well as efficiency, and thereby to enable the Foreign Service to conduct the foreign relations of the United States more effectively.

AFRICAN TACTICS

The early morning quiet of the deep bush was usually broken gradually, first by the murmuring and then by the happy babbling of the natives as they went about the task of preparing the day's first meal. Resting for the night in one of the Government constructed and maintained guest houses which are placed at convenient intervals throughout the colony, we turned uneasily in our camp beds as the noise rose and swallowed us. On this particular day, to the shouts, clatter and bang which force bush travelers, willy-nilly, to rise and greet the dawn something had been added. A high strident note which rose and fell and forced itself on my sleep numbed senses.

Once fully awake I recognized the startled outcry of a chicken in distress and poised on the edge of my cot I waited for the end which would normally



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be the exaggerated quiet which would indicate release from the torture being inflicted or the aimless flapping of a feathered body severed from its head. No end came. The signal of distress continued, now dominating in my ears all the other sounds of the restless village.

Having washed and dressed, to the unceasing accompaniment of my distressed fellow creature, my curiosity got the best of me and I went looking for the fountain head of consternation. I found it behind the kitchen. Seated on the ground with the chicken's feet in one hand, the marmiton with the other hand was pulling out feathers one by one.

Explanations demanded, I was informed that if the chicken was killed first and then plucked, it would spoil in the truck before we reached the point at which we were to eat lunch. If on the other hand the chicken were plucked now it could be killed and quickly cooked on arrival.

"But if the chicken is plucked now would it not be dead by noon?"

"Perhaps a little."

"I think it would be better to wait until we arrive then kill the chicken and pluck it afterwards."

"Very well, but Monsieur will not scold if lunch is late as he did yesterday?"

Have you ever been spanked by a marmiton?

LAURENCE W. TAYLOR.

American Consul, Brazzaville.

FOREIGN SERVICE CHANGES

(Continued from page 5)

United States Section, International Boundary and Water Commission, United States and Mexico, at Ciudad Juarez, Mexico.

The following changes have occurred in the American Foreign Service since January 13, 1945:

Miss Norah Alsterlund of New York, New York, has been appointed Administrative Assistant at London, England.

Robert C. Coudray of Newport, Rhode Island, American Vice Consul at Alexandria, Egypt, has been designated American Vice Consul at Port Said.

James Orr Denby of Evansville, Indiana, now in the Department of State, has been designated American Foreign Service Officer attached to the Office of the United States Political Adviser on the Staff of the Supreme Allied Commander, Mediterranean Theater, Naples, Italy, with headquarters at Caserta.

Cecil Wayne Gray of Bristol, Tennessee, now in the Department of State, has been designated American Foreign Service Officer attached to the Office of the United States Political Adviser on the Staff of the Supreme Allied Commander, Mediterranean Theater, Naples, Italy, with headquarters at Caserta.

Herbert N. Higgins of Hastings upon Hudson, New York, Senior Economic Analyst at Mexico, D. F., has been designated Senior Economic Analyst at London, England.

Perry Laukhuff of Mt. Vernon, Ohio, Second Secretary of Legation and American Vice Consul at Stockholm, Sweden, has been designated Secretary of Mission attached to the Staff of the United States Political Adviser, Supreme Headquarters, Allied Expeditionary Forces, London, England.

Walter P. McConaughy of Montevallo, Alabama, now in the Department of State, has been designated Second Secretary of Embassy and American Consul at Rio de Janeiro, Brazil, and will serve in dual capacity.

Christian T. Steger of Richmond, Virginia, American Consul at Jerusalem, Palestine, has been designated Counselor of Embassy and American Consul General at Athens, Greece, upon confirmation of his nomination.

Francis M. Withey of Reed City, Michigan, American Vice Consul at Monterrey, Mexico, has been designated American Vice Consul at Tijuana, Baja California, Mexico.

William Witman, 2nd, of Moylan, Pennsylvania, Third Secretary of Embassy at Ankara, Turkey, has been designated Assistant Commercial Attaché at Athens, Greece.

The following changes have occurred in the American Foreign Service since January 20, 1945:

Hubert M. Curry of New York, New York, Senior Economic Analyst at Lima, Peru, has been designated Senior Economic Analyst at Calcutta, India.

William M. Gwynn of Los Angeles, California, American Consul at Salonika, Greece, has been designated American Consul General at the same post.

Boies C. Hart, Jr., of Mystic, Connecticut, American Vice Consul at Paris, France, has been designated American Vice Consul at Marseille, France.

James H. Keeley, Jr., of Los Angeles, California, American Consul at Antwerp, Belgium, has been designated American Consul General at the same post.

Cleveland McKnight of Atlanta, Georgia, American Vice Consul at London, England, has been designated American Vice Consul at Foynes, Ireland.

Franklin C. Shoemaker, Jr., of Washington, D. C., American Vice Consul at Foynes, Ireland, has been designated American Vice Consul at Newcastle-on-Tyne, England.

James R. Wilkinson of Madison, Wisconsin, American Consul at Dakar, French West Africa, has been designated American Consul General at the same post.

The following changes have occurred in the American Foreign Service since February 10, 1945:

John M. Cabot of Cambridge, Massachusetts, now in the Department of State, has been designated Counselor of Embassy at Bogotá, Colombia.

Robert T. Cowan of Dallas, Texas, American Vice Consul at Zurich, Switzerland, has been designated American Vice Consul at Suez, Egypt.

Paul C. Daniels of Rochester, New York, Counselor of Embassy at Bogotá, Colombia, has been designated Counselor of Embassy at Rio de Janeiro.

Robert F. Fernald of Ellsworth, Maine, American Consul at Las Palmas, Canary Islands, has been designated American Consul General at Tananarive, Madagascar, upon confirmation of his nomination.

Wilson C. Flake of Polkton, North Carolina, American Consul at Sydney, Australia, has been assigned for duty in the Department of State.

Douglas Flood of Kenilworth, Illinois, now in the Department of State, has been designated Secretary of Mission at New Delhi, India.

Robert S. Folsom of West Somerville, Massachusetts, American Vice Consul at Port au Prince, has been designated American Foreign Officer attached to office of the United States Political Adviser on the Staff of the Supreme Commander, Mediterranean Theater, Naples, Italy.

Caspar D. Green of Carpar, Ohio, American Vice Consul

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at Guayaquil, Ecuador, has been designated Secretary of Mission at Helsinki, Finland.

David H. Henry, 2d, of Geneva, New York, now in the Department of State, has been designated Third Secretary of Embassy and American Vice Consul at Moscow, Union of Soviet Socialist Republics.

Benjamin M. Hulley of De Land, Florida, Second Secretary of Legation and American Consul at Reykjavik, Iceland, has been designated Secretary of Mission at Helsinki, Finland.

Troy L. Perkins of Lexington, Kentucky, now in the Department of State, has been designated American Consul at Victoria, British Columbia, Canada.

Donald W. Smith of Chevy Chase, Maryland, now in the Department of State, has been designated American Consul at Sydney, Australia.

Henry T. Smith of Atlanta, Georgia, now in the Department of State, has been designated Third Secretary of Embassy and American Vice Consul at Moscow, Union of Soviet Socialist Republics.

William P. Snow of Bangor, Maine, Second Secretary of Embassy and American Vice Consul at Lima, Peru, has been designated Second Secretary of Embassy and American Vice Consul at San José, Costa Rica.

Angus I. Ward of Chassell, Michigan, now in the Department of State, has been designated Counselor of Embassy at Tehran, Iran.

THE BOOKSHELF

(Continued from page 29)

THE GERMAN ARMY, by Doctor Herbert Rosinski. *The Infantry Journal*, 1115-17 17th Street, N. W., Washington, D. C. 1944. VIII, 220 pages. \$3.00.

The phenomenal initial success of the German Army in the conduct of war has caused the students of military science as well as the students of statecraft to seek the key to this success from all sources obtainable. The military student invariably searches for this key in the study of the composition, strength and detailed organization of the various arms together with an analysis of the training, armament and leadership of the various elements of the army. The student of statecraft seeks the key in the political aspects arising from the employment of an armed force composed of the highly trained manpower of a militant nation of eighty millions capable of lightning-like mobilization which periodically threatens the peace of the world.

In his book, "The German Army," Doctor Rosinski stresses neither of these approaches but places his emphasis on the many factors which influenced the development of the German Army. These factors include the far-reaching effects of the conflicting doctrines espoused by its various leaders, the lessons learned in coordination and command and the pitfalls to be avoided in the operation of the General Staff system. He does not produce a simple formula of success but ably develops the many and complicated considerations of German leaders whose thorough knowledge of the factors involved

undoubtedly contributed immeasurably to the accomplishments of the German Army.

While the author sketches the historical background of the development of the German Army a thorough knowledge of German history will greatly assist the reader in grasping the magnitude of the subject and in maintaining chronological sequence.

In his discussions of tactical and strategic concepts Doctor Rosinski displays complete knowledge of military problems and institutions. He develops these discussions through the highest level. His emphasis on the importance of signal communication and the level on which he brings this subject under consideration indicates uncanny appreciation of the difficulties of command and control in modern warfare involving, as it does, widely dispersed land, sea and air forces.

"The German Army" is recommended for study by all military leaders and students of German history. Study of the book by the General Staff of the United States Army and others engaged in planning our post-war army will greatly assist in that planning and in formulating the policies under which our future army will operate.

COLONEL LOUIS CANSLER.

VISITORS

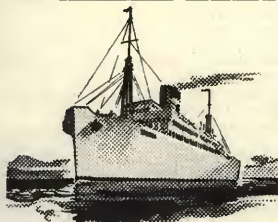
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December

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Horace H. Huffine	8
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E. A. Turncliff	8
Blanche Thompson, Naples	8
William N. Hafer, Paris	9
Harriet Jane Downs	9
Edwin Martin, Leopoldville	9
Anna Ruth Campbell	9
Elroy Osbourne La Casal, Jr.	9
Alfred S. Richter, Jr., Rio de Janeiro	10
William C. Pugh	10
Constance Harvey, Zurich	10

January

Ruth Puinett, Ankara	10
Ray P. Walters	10
Edith Ingle	10
Muriel Marginham, Madrid	10
Gardener C. Carpenter	10
James C. Quick	10
H. Earle Russell, Casablanca	11
Eloise M. Brown	11
Beulah M. Lowe	11
Richard B. Vowles, Göteborg	11
Marjorie H. Stephenson	11
Harry Greengold, Paris	11
Francois L. Saderberg	11
Josephine Downing	11
Harold S. Beyerly, London	11
Hugh D. Kessler	11
Walter F. Neumann, Quito	12
Charles W. Lewis, Casablanca	12
Frank A. Niccoll, Florence	12

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Orme Wilson, Port-au-Prince	12	Virginia D. Butler, Brussels	29
Robert C. Hill, Calcutta	12	Ann Forbes, Brussels	29
Catherine Stewart Poe	13	Mark G. Santi, Ciudad Trujillo, D. R.	29
Mary O. Brown, London	13	Joyce Cavanah, London	29
H. C. Bugbee, London	13	Tomena J. Thoreson, London	29
Mary Ann Pardue, London	13	Norah Alsterlund, London	29
William Kubalek, London	13	Elsa Clare Steele, London	29
William Witman, 2nd, Athens	13	E. Dorothy Fenner, Cairo	29
Dorothea C. Lampe, London	13	Helen S. Dyro, London	30
Leon C. Cowles, Vigo	13	Edith Steindal, London	30
Arthur W. Feldman, Alexandria	15	Glenna Marie Helm, Naples	30
Homer C. White	15	Fay I. Piddicord, Stockholm	30
Elvira Wolfe	15	Ruth Lewis, Paris	30
William D. Coldehead	15	Grace L. Snead, London	30
Thomas E. Walker	15	Richard Worrall, Gyanauquil	30
George Winters, Ciudad Juarez	15		Feb.
James K. Penfield	15	Horace Huffine, Stockholm	1
E. Allen Fidel	15	Odella A. Fahley, Canberria	1
John M. Hager, Copenhagen	16	Adele Lee, Guatemala City	1
Walter P. McConaughy	16	Brynild C. Rowberg, London	1
Rudolph W. Hefit	17	Melvin Warner, Habana	1
Ellis O. Briggs, Ciudad Trujillo	17	Ralph B. Curren, Cairo	1
James McCamy	18	Rollo P. Stovall, Ciudad Trujillo	1
G. Edward Reynolds	18	Philip D. Sprouse, Kunninging	1
A. Ogden Pierrot, Madrid	18	Benjamin Miller, Habana	1
Alfred Whitney	18	Richard A. O. Schwartz	1
Austin W. Hyde, Madrid	18	Clarence J. Nelson, London	1
John F. Collon, Cairo	18	Olive M. Jensen, London	1
Marion A. Leonard	20	N. Elizabeth Moore, Algiers	1
Albert H. Robbins, London	22	H. Lawrence Groves, London	1
Harry F. Pierffer	22	Findley Weaver, Lima	2
Ralph A. Schweitzer	22	Walter W. Wiley	2
Edward T. Wailes	22	A. David Fritzlan, Tangier	5
Egbert G. Leigh	22	Daniel Reagan, Bern	5
David L. Gamon	22	Robert D. Howard, Asuncion	5
E. L. Tanner	22	Paul DuVivier	6
Robert D. Heath, Athens	22	John E. McCluney, Jr., Tangier	6
Perry Hallam, Athens	22	Donald A. Dumont, Rabat	6
Evelyn M. Schwarztrauber, Sydney	22	Howard Bugbee, London	6
Alton Murray	22	Clare McNair	6
Charles Anderson, Haiti	22	G. Edward Reynolds, London	6
Marian C. Hawkins, Rio de Janeiro	22	Charles Beyhard, Nice	6
Fred K. Salter, London	23	Loyd V. Steere, London	6
Charles Ducote	24	W. Garland Richardson	7
H. Daniel Brewster, London	24	Mark G. Santi, Ciudad Trujillo	7
Nelson R. Park, Barcelona	24	Claude E. Hobbs, Jr., Antwerp	7
Craig Carter, Cairo	24	Harry C. Hawkins, London	7
Adlai M. Ewing, Bern	24	Walter F. Newmann, Quito	7
A. C. McLaughlin, Lisbon	24	William F. Ellis, San Salvador	8
Emily E. Dodson, Dakar	24	Helen A. Martin	8
John Clarke Adams, Rome	25	Jeanette Groth, Naples	8
Horace Ashton, Haiti	25	Muriel C. Williams, Paris	8
Hugh Everett Russell	26	Lucy M. Murphy, Naples	8
Willis R. Etter	26	Ethel Tahey, Naples	8
John R. Barrow, Jr.	26	Hogan F. Briford	8
Robert Grant Efteland	27	Donald E. Webster	8
Frederick P. Mascioli	27	John F. Bricca, London	8
G. Stewart Brown	29	Edward L. Tanner, Port-au-Prince	8
Michel Lecomche	29	Hazel M. Field, Zurich	8
Charlotte Yarbrough	29	Robert S. Simpson, Brussels	9
Eulaila B. Fisch	29	Harold B. Hopkins, Cairo	9
Marion A. Leonard, Algiers	29	Francis L. Spalding, Reykjavik	9
Mary Page, Paris	29	Janet Van Pelt, Rome	9
Thomas J. Cory	29	Era Guy Rasmussen, Bern	10
Edward L. Freers	29	James W. Swichart	10
Helen S. Thompson, London	29	Morton Bach	10
Helen Airright, Naples	29	J. Barnard Gibbs, Mexico, D. F.	10



THIS IS NOT FRANCE, BUT *California*

IT HAS TAKEN a world war to make many of us here at home realize that in some ways we are not as dependent upon foreign sources as we had thought. We have frequently found that our own home-grown products are as good as—and often better than—those we once imported as a matter of course.

One such instance is California wine. People in the States used to believe that only European wines could measure up to every standard of excellence. Perhaps they were not aware that the climate and soil of California is comparable to that of the most famous French vineyards;

that American vintners have a tradition which reaches back into Colonial days.

To their surprise, when other sources were cut off, they found that American wines are often *superior* to the imported peacetime products. We know this because unbiased experts say so—and because the active demand for *Cresta Blanca* is increasing daily.

Maybe you haven't yet had the opportunity to enjoy *Cresta Blanca*. If not, you owe it to your critical taste to try some of its nine superb types...and to let your friends share the experience of so many of us back home.



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